California Department of Food & Agriculture

Agency Information Management Strategy

Fiscal Year 2001/02

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Agency Business Strategy

Evolution of Information Technology at CDFA

The California Department of Food and Agriculture (CDFA) is an organization comprised of six separate operating divisions, each very unique in mission, character, and funding.

- Animal Health & Food Safety Services

- Fairs & Expositions

- Inspection Services

- Marketing Services

- Measurement Standards

- Plant Health & Pest Prevention Services

A seventh division, Administrative Services, provides centralized services including budgeting, financial accounting, procurement and contracting, human resource management, facilities management, and telecommunications. (See Appendix 1 for the complete organizational chart of the Department.)
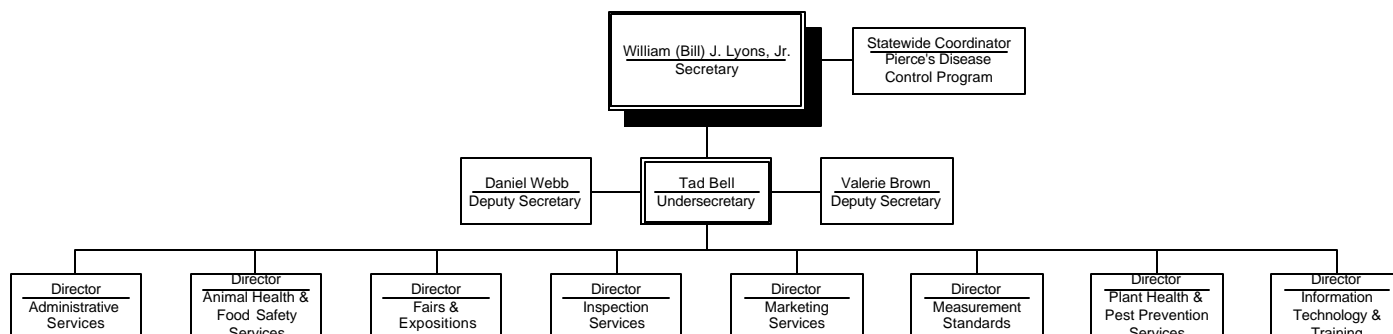
The information technology (IT) infrastructure within CDFA is currently decentralized and has evolved out of opportunity and need at the division, branch, and program levels in the organization. Currently, each division develops and deploys information technology to meet its program and operational needs. Given the diversity found within the divisions of CDFA and considering the multitude of funding sources, each division has developed IT infrastructure, policies, procedures, and protocols to support individual program goals and objectives. Some programs have adopted significant infrastructure in terms of both products and services, while others lack such infrastructure and the complement of trained staff necessary to deliver the appropriate or sufficient IT services to support program activities.

Over the past decade, the CDFA has made great strides in implementing current technologies to support its various business and operational requirements. However, because of its decentralized IT infrastructure, it has been difficult to achieve uniformity and consistency in network standards and protocols. The decentralized model, with disparate levels of

information technology products and services distributed among the various divisions, has led to significant differences in the adoption of IT applications to service business needs and program activities.

Mission, Vision & Values

Mission

We serve the citizens of the State by working with the California agricultural industry to ensure a safe and reliable supply of food and fiber. We foster public confidence in the marketplace by the development, implementation, and communication of sound public policies through

- Animal and Plant Pest Disease Prevention

- Service and Protection for Consumers and Marketplace

- Agriculture Promotion and Education

- Services to the Agriculture Industry

- Environment and Natural Resources

- Disaster Preparedness & Emergency Response for Public Health and Safety

Vision

To be a proactive organization that protects and promotes California's diverse agriculture.

Values

- California Department of Food and Agriculture (CDFA) employees are valued for their contribution to the success of our Mission.

- We encourage openness, cooperation, and partnerships with all CDFA Stakeholders.

- We are individually and collectively responsible for the success of our Mission.

- We use common sense.

- We are fair, consistent, and treat people with respect.

- We base our decisions on the best available information, science, and technology.

- We encourage a creative, productive, professional, and fun work environment.

- We are flexible and open to change.

Strategic Initiatives

Through strategic planning processes at the Department and division levels in the organization, the CDFA has identified the following six strategic initiatives:

1. ***Food and Agriculture Security***

    -   Plant and Animal Infrastructure

        - Biosecurity

        - Pest and Disease Prevention

        - Rapid Response

    -   Food Safety

2. ***Developing and Retaining a Highly Skilled, Professional Workforce***

3. ***Information Technology Infrastructure***

    -   Implementation of the Information Technology Implementation Plan

    -   e-Commerce & e-Government

    -   Interactive Technology Platforms, Applications, and Services

4. ***Organizational Alignment***

    -   Review and Evaluate Current Programs and Organizational Structure

5. ***Collective Financial History***

6. ***Alternative Funding Sources***

Leadership

Executive Office

The Department's Secretary, Undersecretary, and Deputy Secretaries oversee the operations of the Executive Office and are responsible for setting Department policy as it concerns the significant issues facing consumers and the agricultural industry. The Executive Office also works closely with the State Board of Food and Agriculture in advising the Governor on how the Department can best serve consumers and meet the agricultural industry's needs.

Programs and Services

Public Affairs

The Office of Public Affairs assists in understanding and meeting the needs and service requests of the Department's many stakeholders. The office provides information and materials on the Department's many different programs and services and interacts with the media on current issues related to California agriculture.

County Liaison

The County/State Liaison Office fosters communication between the County Agricultural Commissioners and the Department of Food and Agriculture (CDFA) by providing an efficient communication link to assure the uniform application of programs mandated by the relevant codes. The Liaison attends County Agricultural Commissioner-Sealer of Weights and Measures and related meetings to keep informed and to ensure that members are kept informed of the priorities, programs, and policies of the CDFA. The County/State Liaison also communicates county issues to the Secretariat.

The County/State Liaison Office works cooperatively with the CDFA and the Agricultural Commissioners and Sealers on issues of mutual interest, including but not limited to: emerging issues and challenges affecting agriculture, environmental issues, program delivery, natural disaster status and needs, cooperative agreements, and budget issues.

The County/State Liaison Office works closely with the Department's seven divisions to keep informed on all CDFA programs, priorities, and issues which may affect operations at the county level.

Agriculture/Environmental Science Advisor

The mission of the Agriculture/Environmental Science Advisor is to assist the Secretariat in developing sound public policies based on the best available science and technology, and to ensure the recruitment and retention of the highest caliber workforce for the 21st Century. The California Department of Food and Agriculture is an organization where scientists are highly regarded for their knowledge and skill, and for their contribution to the success of the Department, and for furthering the sustainability of California agriculture.

Planning, Information Technology & Training

The Planning, Information Technology & Training Unit (PITT) provides centralized oversight for the local and Wide Area Network (WAN) systems and supports Department-wide training functions. PITT provides the following services:

- Responsible for coordinating the Department's strategic planning efforts including the integration of division planning efforts with the enterprise strategies.

- Provide leadership for the Information Technology Strategic Initiative and coordinate all meeting activities (IT Steering Committee, IT Advisory Team, and IT Best Practices Teams).

- Responsible for the development, codification, and distribution of all Department IT policies, standards, practices and procedures.

- Provide centralized oversight for the WAN system.

- Coordinate the review and approval of IT initiatives and IT procurement requests.

- Coordinate and prepare all mandated IT reporting requirements (Agency Information Management Strategy, Operational Recovery and Business Continuity Plans, IT/Telecommunication Annual Cost Report, IT Baseline Survey, Software Management Plan, etc.).

- Provide and coordinate the training programs for all Departmental staff.

Agricultural Export/International Trade

The Agricultural Export/International Trade Program offers services valuable to both the novice and experienced exporter in pursuing their international sales and marketing efforts. The program's mission is to foster growth of California exports of food and agricultural products by creating and expanding global marketing opportunities.

Legal Office

The Legal Office advises the Secretary and the Department on the legal implications and options of policy and programs.

Legislative Office

The Legislative Office tracks state and federal legislation affecting the Department. It also helps assess and develop Departmental responses to legislative needs.

Equal Employment Opportunity Office

The Equal Employment Opportunity (EEO) Office is responsible to plan, implement, coordinate, and evaluate the Department-wide EEO Program. Also, the EEO is responsible for providing leadership, technical assistance, and direction to the Department's management and supervisors.

Audit Office

The Audit Office provides assurance to the Secretary and Departmental management that the Department's obligation of collecting, disbursing, and reporting of funds is proper and is in compliance with Departmental policies and state rules and regulations. This mission is accomplished through continuous testing and evaluation of financial cycles, data processing cycles, and Departmental program reviews.

Division and Branch Descriptions

The diverse missions and operational strategies within CDFA's seven operating divisions require that the Department's IT infrastructure be adaptable to unique applications yet still provide consistent oversight and guidance to fulfill enterprise needs. Each division, through its individual strategic planning efforts, has identified IT strategies to meet operational goals and objectives. In addition, the divisions have also contributed to the Department's strategic plan. Department-wide IT initiatives are included in the IT Implementation Plan discussed later in this report.

While the CDFA is currently in the process of establishing Department-wide IT standards, procedures, and policies to better support its overall mission, the seven divisions will continue to operate with distinctly different missions and program objectives. As such, each division has specific technology requirements and support staff necessary to meet program goals, provide customer service, collect and disseminate program data, and report to various stakeholders. Appendix 2 is a list of all IT and non-IT personnel that support information services within each division in the Department. The following section of this report is organized by division and addresses the key business objectives and corresponding IT strategy within each division.

Division of Administrative Services

It is the mission of the Division of Administrative Services to provide day-to-day administration of the Department's facilities operations, business, financial, and personnel services.

Programs and Services

Budgets and Financial Planning Branch

The Office of Budget and Program Analysis serves as the Department's chief fiscal policy advisor, promoting responsible resource allocation through the Department's annual financial plan. This office ensures the financial solvency of the Department and provides resources to all programs in an endeavor to accomplish the goals and objectives of the Department's Strategic Plan. This office acts as the liaison between the California Department of Food and Agriculture and control agencies, prepares all pertinent budget data, and trains and consults with Departmental personnel on budget and fiscal matters.

Computer Services Branch

The Computer Services Branch provides technical support for the Division of Administrative Services including programming and systems software support, hardware and software installation and testing, and general system administration including system backup and recovery. This branch works closely with the Division's branches and the Planning, Information Technology, and Training Unit to prepare justifications, feasibility studies, equipment specifications, and implement projects to improve Division and enterprise-wide business processes.

Departmental Services Branch

The Departmental Services Branch provides all business services functions for the Department. Programs within this branch include Fleet/Parking, Purchasing, Property, Records, Telecommunications, Capital Outlay, Contracts, Mail/Supplies, Sale of Publications, Production Services, Health & Safety, and Space Management. Key stakeholders of this branch include the Department's Executive Office, the Governor's Office, program staff, and other state agencies.

Financial Services Branch

The Financial Services Branch is responsible for the management of the financial activities for the Department. Responsibilities of the branch include the following: processing and depositing to the 50-plus Agriculture Fund accounts incoming revenues from licenses, registrations, renewals, assessments, etc.; payment of the Department's invoices for services and purchases; invoicing entities for services rendered; issuing advance checks for travel, training, and salary; processing travel expense claims; issuing monthly management reports for program use in monitoring their fiscal condition; maintaining property and equipment inventory; and ensuring the Departmental fiscal transactions comply with State rules and regulations.

Human Resources Branch

The Human Resources Branch is responsible for all facets of the Department's personnel management program including position classification, examination selection for all civil service classifications, and personnel payroll and benefits transactions.

- Transactions Unit – Supports the Department's front line labor management activities by processing hiring and benefits documents and by managing the payroll process.

- Examination Unit – Administer civil service exams for the Department to recruit and promote candidates to fill vacancies.

- Health and Safety Office – This office ensures that the Department's statewide worksites are safe and conducive to productivity.

- Labor Relations – This office provides guidance to managers and supervisors within the Department on administering 13 of the 21 Statewide Labor Agreements and five Satellite Wagering Facility Labor Agreements. It is also responsible for negotiating labor agreements covering civil service employees in the District Agricultural Association Satellite Wagering Facilities.

Changes in Mission and Programs, Threats & Opportunities

One of the biggest threats to the Division of Administrative Services, and to the Department as a whole, is the recruitment and retention of qualified information technology staff. Currently, the Computer Services Branch, which provides computer services support to the Division of Administrative Services, has no vacant positions. However, if one of the staff members were to leave, a freeze exemption would be necessary in addition to the timely

process required to recruit new personnel. This time delay could seriously limit the completion of projects.

The limited funding available to train IT staff is also a concern. As budgets are spread thinner, training dollars are often first to be diverted to other areas. Also, information technology training classes tend to be very expensive.

Division Information Technology Strategy

Information technology enables the branches of Administrative Services to gather and present data to Departmental personnel regarding all aspects of each program's budgetary information, human resource needs, and fiscal information including procurement, asset inventory, contract administration, collections and reimbursements, and vendor payments. Additionally, IT enables Department-wide communication and sharing of information between programs and various internal and external stakeholders via network connectivity including e-mail and Internet access. It enables staff to quickly accumulate, access, and manipulate data related to CDFA operations.

Implementation of New Technologies & e-Government Initiatives

Through the use of the Department's Intranet, fiscal information is currently provided to the headquarters-based employees. Through the Department's Information Technology Implementation Plan, access to this information is planned to make this information available to statewide field office personnel via a secure Extranet. Additionally, an expanded budgetary and human resource management information system is currently being developed that could provide delivery of more timely information to the all Department staff.

The Budget Office is considering the development of a new database system that would place budget preparation details on the Intranet/Extranet. The new system, which needs to be compatible with the accounting system operated by Financial Services, should provide more timely and accurate budget detail, thus providing program managers with better information to make program decisions. It will make budget drills, dictated by the Department of Finance, to be completed more timely and accurately. Additionally, the new budget database will also improve the timeliness of budget development and will allow budget changes to be reflected in a more timely fashion.

The Division of Administrative Services is also considering the implementation of a system to electronically transfer documents for reproduction. Also, the Departmental Services Unit wants to increase the on-line availability of forms and status logs. Additionally, the Division is leading an effort to develop a directory database that addresses the information needs of an employee directory, Department phone book, and the continual updating of the State phone book information.

Division of Animal Health & Food Safety Services

The mission of Animal Health and Food Safety Services (AHFSS) is to assure that California's animal agricultural products are safe, available, and affordable. These goals are achieved by protecting public and animal health while enhancing stewardship of the environment.

AHFSS works in partnership with several public and private entities. The following are some key partners to the Division:

- Federal: United States Department of Agriculture (Veterinary Services, Food Safety Inspection Services); Health and Human Services (Food and Drug Administration, Center for Disease Control); US Environmental Protection Agency

- State: Department of Health Services; Resources Agency (Fish and Game, Water Resources); Environmental Protection Agencies (California Environmental Protection Agency, Department of Pesticide Regulation); Office of Emergency Services

- Local: County Agricultural Commissioners, enforcement agencies

- Academia: Agriculture and veterinary schools

- Private Sector: California Veterinary Medical Association; Farm Bureau; industry associations; advocacy groups

Programs and Services

Animal Health Branch

The Animal Health Branch prevents, detects, contains, and eradicates emergency animal diseases through surveillance and control of the movement of animals and animal products as well as through regulation of veterinary biologics. Additionally, the Branch is responsible for deterring misuse of drugs in horses entered in competitive events or sales, and assisting in the control of wildlife and predatory animals. On-farm food safety issues are addressed through the Animal Production Food Safety Program.

Bureau of Livestock Identification

The Bureau of Livestock Identification protects California cattle owners against loss of animals by theft or straying. The program consists of livestock brand registration; cattle inspection for lawful possession prior to transportation, sale, or slaughter and recording information obtained by such inspections; and assistance to law enforcement on investigations and prosecutions involving cattle theft.

Meat and Poultry Inspection Branch

The Meat and Poultry Inspection Branch provides oversight in establishments that are exempt from federal inspection to ensure that only wholesome, unadulterated, and properly labeled meat and poultry products are provided to consumers. The branch ensures that meat and poultry products not intended for human or pet consumption do not enter the food supply.

Milk and Dairy Foods Control Branch

The Milk and Dairy Foods Control Branch ensures that milk, milk products and products resembling milk products are safe, unadulterated, meet compositional requirements, and are properly labeled. Branch staff provides inspection and sampling at dairy farms and milk processing plants, and certifies dairy farms, milk plants and sources of single-service dairy containers. The branch also ensures accuracy in the tests used to determine the basis for the payment of milk or cream.

California Animal Health and Food Safety Laboratory System

The California Animal Health and Food Safety Laboratory System, which is administered by the University of California, Davis, School of Veterinary Medicine, provides reliable, timely, quality diagnostic laboratory support to the Department and the state's animal agricultural industries. The laboratory operates in partnership with the Department, the University of California, veterinarians, livestock and poultry producers, and the United States Department of Agriculture.

Changes in Mission and Programs, Threats & Opportunities

Several initiatives that are in development or under consideration may impact some of AHFSS business practices. Following is a list of potential legislation, policies, and agency reorganization that may require additional IT resources and the development of new systems.

- The national animal identification system under consideration by the USDA will require the development of a system to issue and track animal identification from farm to table.

- AHFSS reorganization will lead to additional inspections and investigations, which will increase the need for more information management.

- Proposed food safety initiatives at the national level may increase the need to perform additional testing on food samples such as milk and other dairy products.

- Food and agriculture security concerns relating to the possible intentional introduction of biological or chemical agents into the food supply will require a better IT and laboratory diagnosis infrastructure in order to provide a prompt response.

- The United States Department of Agriculture is discussing the development of a national animal disease reporting system, which will need coordinated efforts to manage disease/condition reporting.

Division Information Technology Strategy

Opportunities exist to implement the use of technology such as video conferencing, hand-held equipment, extranet, electronic document management, and electronic fee payment in the Division of Animal Health and Food Safety Services. The following AHFSS functions are impacted heavily by Information Technology solutions:

- Outreach and Education: Web information (alerts, publications download), publishing software.

- Office Automation: Letters, document creation and editing.

- Information Sharing: e-mail; workgroup calendaring; file sharing (networks).

- Animal Disease Management: Sample collection and testing, data analysis and reporting (database management); licensing and permits (database management); electronic communication.

- Food Safety: Enforcement via inspections and investigations (database management); licensing and permits (database management); decision support systems (workload tracking); electronic communication.

- Livestock Theft Prevention: Alerts, database management; electronic communication.

- Research: Information management and analysis (database management, software analysis).

Implementation of New Technologies & e-Government Initiatives

The following applications are critical to AHFSS but have a non IT-based process in place:

- Livestock brand registration

- Milk and dairy licensing of facilities

- Interstate livestock movement permits

- Animal disease surveillance programs

Discussions are under way to study the implementation of video conferencing between Sacramento headquarters and AHFSS field offices to facilitate meetings and decrease travel costs.

A Feasibility Study Report has been completed to evaluate the addition of a Geographical Information System (GIS) to assist in animal disease management. This study identified hand-held devices as a tool to collect field data. As funding becomes available, this technology will be adopted by AHFSS personal to collect information during field inspections and investigations. A pilot project is under way to secure some Global Position System (GPS) devices to collect location information on premises that maybe involved in animal disease outbreaks.

AHFSS seeks to enhance its services to internal and external partners by developing several e-Government initiatives including, but not limited to the following:

- Electronic data collection for animal disease management

- Electronic fee collection and tracking system

- Web-enabled horse show registration

- Web-enabled licenses and permits

- Information dissemination: alerts, publications, forms

- Posting of regulatory notices and public hearings

- Horse shows registration

- Issue and renew licenses and permits

- Participate in Department extranet to manage animal health and food safety programs

- Posting of public meetings

- Renewal of cattle brand registration

- Form distribution

- Animal disease reporting

- Reporting of complaints

Sharing of Information Technology Projects & Resources

The AHFSS division will partner with other CDFA divisions to develop a Geographical Information System (GIS) to assist in responding to animal disease outbreaks and food safety incidents.

Division of Fairs & Expositions

The CDFA Division of Fairs & Expositions provides funding and oversight to the network of California fairs through the application of law, development and review of policies and procedures, and sound fiscal management. The Division of Fairs and Expositions' oversight responsibilities include the following:

- Managing and monitoring the solvency of the Fairs and Exposition Fund and the Satellite Wagering Account.

- Distributing state resources to local fairs for base allocations, health and safety repair projects, major maintenance projects, revenue-generating projects and wagering facility improvements.

- Creating a framework for administration of the California fair network, allowing for a proper balance of local decision-making authority with state oversight.

- Supporting continuous improvement of programs to ensure California fairs remain highly relevant community institutions.

- Ensuring that annual fiscal audits and biennial compliance audits are performed.

Three Joint Powers Authorities (JPA's) have been formed in California to provide specified services to the fair industry. CDFA is a party to the joint powers agreement that authorized the formation of each of the following JPA's:

- California Authority of Racing Fairs (CARF) - Provides legislative and operational support, and professional development services for its members, all of which are horse racing fairs; assists CDFA with site selection and development for satellite wagering facilities; manages the track preparation agreement; and recommends an annual Satellite Wagering Account and racing track improvement plan.

- California Construction Authority (CCA) - Provides financing, design, and construction services for health and safety improvements, satellite wagering facilities, and other projects on fairgrounds. The proceeds from revenue bonds issued by CCA may be allocated by the Secretary of CDFA to provide partial funding for such projects. With the Secretary's approval of proposed scopes of work and budgets, additional projects may be funded by the CDFA, or the fairs, and implemented by CCA.

- California Fair Service Authority (CFSA) - Administers risk-sharing pools (general liability, workers compensation, revenue protection and all-risk property) designed to protect the Fair & Exposition Fund and local fair organizations; provides safety programs, facility and carnival ride inspections; and provides purchasing, computer, employee benefits, and management services.

The Western Fairs Association (WFA), a not-for-profit trade association, provides services to the fair industry and represents 75 of California's 80 fairs. Services include legislative advocacy, regional meetings, training, and an annual convention. Publications include a membership directory, mini date list, quarterly Fair Dealer magazine and Update newsletter.

Division Information Technology Strategy

IT is critical for the Division of Fairs and Expositions to fulfill its mission to the network of California fairs. IT enables the Division to fulfill its mission in the following two ways: 1) dissemination of various policy and general information to California fairs; and 2) collection and archival of fair financial information including annual fair operating budgets, annual Statements of Operations, and additional reporting. The Division currently utilizes multiple Access databases to collect and archive the above information.

Implementation of New Technologies & e-Government Initiatives

The Division maintains a website that makes information available to all interested parties, including the network of California fairs and stakeholders.

The Division is interested in developing additional web-enabled applications that would not only make the information available on-line, but act as a single point for data entry by fair staff for the following information:

- Electronic submission of annual and semi-annual fiscal information identified above (i.e., budgets, Statement of Operations, and additional fiscal reporting.)

- The Division maintains a database with over 1,000 fair board of director members and their confidential contact information. It is the Division's goal to transfer update/maintenance responsibility of this information to each respective fair by allowing secure on-line access to appropriate fair staff.

- Current California open meeting laws requires public notice of all board meetings, including web posting of meeting date, time, location and agenda for prospective meetings. This requirement is currently the responsibility of each individual fair. The Division would like to make available a single point for posting meeting information via the web.

Division of Inspection Services

The mission of the Division of Inspection Services is to ensure that the state's commercial supply of agricultural commodities, fertilizing materials, livestock feed, and drug products are safe, wholesome, and correctly labeled and packaged. Providing the highest degree of consumer protection and grading services is the first priority. Products entering the marketplace must therefore comply with standards for maturity, grade, size, weight, pack, and labeling to prevent the sale of substandard commodities.

Programs and Services

Agricultural Commodities and Regulatory Services Branch

Agricultural Commodities and Regulatory Services (ACRS) is self supporting through registration fees, mill assessments, tonnage tax, license fees, and fees and charges assessed for inspection and weighing services. The program consists of the Commercial Fertilizer Program, the Commercial Feed and Livestock Drugs Program, the Fertilizer Research and Education Program, and the Grain and Commodity Inspection Program.

- Commercial Fertilizer Program – Ensures that products offered for sale are safe and effective and that all home and garden product labels are registered, thereby assuring to the consumers that the products will be marketed without false or misleading claims.

- Commercial Feed and Livestock Drug Program – Enables the feed and feeding industry, with the aid of the State, to ensure in every way possible a clean and wholesome supply of meat, milk, and eggs for the benefit of the consumer. They also provide assurance to the consumer-buyer that all commercial feed products meet label guarantees and that all livestock drugs are registered, properly labeled, effective as claimed, and safely used in livestock feeds.   This program performs inspections and collects and assays samples to ensure that products meet label guaranteed claims and are free of toxins or other adulterants.

- Fertilizer Research and Education Program – Works with growers, private businesses, and public agencies to protect ground water from nitrate and other nutrient contamination. Each year the program provides grants to conduct research, and establish demonstration projects and educational programs. Research results, information, and education are provided to growers, researchers, the agricultural supply and service industry, governmental officials, and to the public.

- Grain and Commodity Inspection Program – Inspects and certifies grains, rice, beans, and other commodities in accordance with federal and state regulations. All inspectors, samplers, weighers, and technicians are licensed by the federal government, which monitors the personnel to assure uniform inspection.

Center for Analytical Chemistry

The Center for Analytical Chemistry (CAC) provides analysis of pesticide residues in fresh fruits and vegetables. The center also performs chemical analysis on dairy products, animal feeds, and fertilizer products for label compliance, quality, antibiotics residues, and various contaminations. In addition, the Center for Analytical Chemistry operates California's Export Laboratory Service, providing analytical services to agribusinesses exporting commodities to international markets.

The CAC provides impartial, timely, accurate and cost effective analytical services to key stakeholders including other divisions within CDFA, other state, local, and federal government agencies including the California Department of Pesticide Regulation, the California Department of Boating and Waterways, county agricultural commissioners, the United States Department of Agriculture, the Food and Drug Administration, as well as agricultural industry and board clients including the Water Resources Board, the Air Resources Board, Feed and Fertilizer Inspection Boards, and the general public.

Fruit, Vegetable, and Egg Quality Control Branch

This branch of Inspection Services has seven distinct program elements:

- Avocado Certification – Inspects avocados at the point of packing to ensure compliance with maturity, quality, size, and weight standards.

- California Organic Program – Enforces provisions of the law that govern the sale of foods labeled as organic.

- Direct Marketing – Enforces provisions of law governing the certification of producers and farmers' markets and the sale of agricultural products at farmers' markets.

- Egg Quality Control – Ensures that healthful, wholesome, and high quality eggs are marketed in California.

- Processing Tomato Inspection – Provides training and oversight of a program that inspects processing tomatoes for defects, color, and soluble solids and sugars.

- Standardization – Enforces and maintains minimum standards for quality, maturity, container, marketing size, and packing requirements.

- Wine Grape Inspection – Provides training and oversight in the inspection of wine grapes and by-products.

Shipping Point Inspection Branch

The Shipping Point Inspection Branch (SPI) operates under a federal-state cooperative agreement with the United States Department of Agriculture which authorizes the CDFA to use federal grade standards for fruits, nuts, and vegetables and issue federal-state inspection certificates. This branch provides optional third-party grading and certification service to the fruit, nut, and vegetable industries at all points of origin and

most receiving points in the state. It is also the official certifier of all commodities required to meet export specifications.

The majority of SPI's service is inspection at points of origin (field/packing houses). However, users request inspection at cold storage facilities and warehouses. In addition, SPI provides inspection services to Defense Personnel Support Centers (DPSC) that receive bulk produce from local vendors. SPI ensures that the produce DPSC receives meets required standards. Also, State prison institutions request inspections on bulk produce to ensure quality received by the institution equals their set specifications.

SPI endeavors to promote an orderly market place and uniform quality grades for California producers and consumers by consistently providing customers with accurate, unbiased, professional information regarding product quality in a timely and efficient manner. The Shipping Point Inspection accomplishes its mission through the following:

- Continuously provides California Shipping Point Inspection and its customers a valued service and cost savings by utilizing accurate data and continued assessment of financial targets.

- Establishes consistent hiring practices and criteria throughout the State of California to obtain qualified people and to maintain our valuable workforce to respond to industry needs.

- Trains personnel to be the most knowledgeable, highly trained, and professional staff in the world to better serve our customers.

- Anticipates and responds to the needs of current and potential customers by developing and providing new and expanded services.

- Defines, explores, and evaluates the introduction of new technology associated with Branch processes or the expansion of technology in new ways.

- Actively promotes employee health and safety awareness, which may contribute to the elimination of work related injuries and illnesses.

Changes in Mission and Programs, Threats & Opportunities

Currently, the Division of Inspection Services does not have any expertise or resources to support and implement new technologies beyond system application and hardware support. This situation impacts the Division's ability to meet program objectives and stakeholder information needs. Regulatory laboratories (federal, state, and local) are asked to share laboratory resources and results for quicker and better responses to public needs, especially during crises such as natural disasters, terrorism, food safety and security, and nationwide data collection. Much of these activities require abilities to share on-time data and information and yet protect confidential information against potential electronic break-in. IT compatibilities to other IT systems become increasingly important. Competent IT support is necessary to participate in these ventures at all levels of IT.

Center for Analytical Chemistry

The Center for Analytical Chemistry (CAC) has a Laboratory Information Management System (LIMS) which is a specialized database developed for laboratory operation. LIMS links and controls sample tracking, interfaces with measurement devices, inputs results, monitors critical laboratory quality control points, documents audit history, archives final results, communicates with clients, and administers laboratory operations. In short, it allows the electronic management of laboratory activities from start to finish.

Sample status can be tracked from the field to the laboratory and the results can be available instantly. This tracking information is available to managers, supervisors, and clients who wish to check the status of their requests. The LIMS allows sample information and measurements from devices and instruments to be input electronically, minimizing redundant inputs and transcription errors, saving both time and effort required for data input. Software routines allow automatic data/information logs and various quality control points specified by laboratory procedures. Various experimental results are archived in logical, chronological manner in accordance to the laboratory business quality statement. LIMS allows CAC to manage its operation more efficiently by tracking its workload assignments, resources, and allocations.

Agricultural Commodities and Regulatory Services

The Agricultural Commodities and Regulatory Services (ACRS) Programs are supported by the Department's IT infrastructure including network access to communications, data transmission and storage. Data on all commodities inspections are entered into an Access database application at the field offices for electronic transmission to headquarters. This database application tracks and monitors feed, livestock drug, and fertilizing material samples, licensing and product registration, and certification functions. It also includes telecommunication capabilities with the CAC for transfer of analysis results on each sample taken to the headquarters office. These analysis results are then electronically submitted to each field inspector. This database application also includes account tracking.

In support of the Branch's grain and commodity certification function, Grain Inspection Agency System (GIAS), customized software developed in COBOL for grain and commodity certification, is used. Data communications are used to receive vendor updates and changes to the GIAS software from Nebraska. Security is handled by password protection and individual backups are performed on a daily basis. Complete backups are performed once a week and a full backup at the end of each month. Backup tapes are stored in a separate location.

Shipping Point Inspection

The Shipping Point Inspection Program (SPI) is user-funded and provides a voluntary third party grading certification service to the fruit, vegetable, and nut industries at all points of origin and most receiving points within the State. The program operates under authority of the California Food and Agricultural Code and a Federal-State Cooperative Agreement with the United States Department of Agriculture (USDA). This Cooperative Agreement authorizes State-employed inspectors to utilize federal grade standards and issue federal-state inspection certificates which are recognized as prima facie evidence in federal and state courts.

Need for a third party grading service was recognized in 1917, when the United States Congress authorized a fresh fruit and vegetable inspection service for destination markets. In 1922, Congress extended inspection service to shipping points at the request of the agricultural industry but did not allocate additional funds for this expanded service.

A plan was developed so that inspection work at the shipping point could be accomplished under cooperative agreement with the USDA, and through this cooperative agreement all employees are hired by the State. The USDA provides licensing and supervision in interpretation and application of federal grade standards.

SPI is entirely user supported. A fee is charged for services rendered, with fees established at a level that would reasonably cover the costs of inspection. Certification satisfies a user's need for: 1) mediating disputes between widely separated geographical locations of seller and buyer; 2) serving as proof of shipping quality contained in contracts; and 3) assisting in establishing market value of certified products.

Currently, inspection is mandated in federal and state marketing orders. These marketing orders specifically call for SPI to provide grading and certification service prior to shipment.

In addition to utilizing U.S. standards for grades as the basis for grading fruits, vegetables, and nuts, State or industry standards may be specified by users. Certification criteria may include quality, condition, size, net weight, temperature, and/or other factors.

Implementation of New Technologies & e-Government Initiatives

The programs within the Division of Inspection Services have identified strategies to meet objectives through the implementation of new technologies and e-Government initiatives.

- Implement and evaluate the electronic inspection certification pilot program that uses computer technology to deliver an end-to-end inspection service – from field inspection to customer.

- Deliver ever-improving value to customer by lowering costs of providing services, adapting to changing technology and information systems, adjusting processes, examining different "fee-for-service" methods and providing a well-trained, efficient work force.

- Promote services offered to customers.

The Center for Analytical Chemistry provides timely relevant laboratory analyses to its clients. Accessibility of analytical status through the Internet would bring the laboratory more accountable to its clients. Clients would request laboratory services from CAC via an interactive web application as samples are collected. Clients using passwords would be able to track the progress of their request from the arrival at the laboratory, work-ups at the lab, and the final results. Communications regarding laboratory capabilities, results, complaints and additional requests pertaining to requested laboratory services would be met via e-mail.

The Agricultural Commodities and Regulatory Services Branch (ACRS) plans to utilize the Department's Extranet to provide secure license and registration applications and to publish the laws and regulations that apply to the commodities inspections. The website will provide lists of offices and services offered by the Branch and 24-hour telephone numbers for

emergency response regarding feed safety issues. Additionally, new fertilizing materials regulations were effective January 1, 2002, regarding limits on heavy metals in fertilizer. Information regarding the contents and levels of metals in a product is required and can be posted on the Internet.

The Shipping Point Inspection Branch will also benefit from the Department's efforts to develop a secure Extranet and establishing a computer link between headquarters and field offices to capture cost and billing information. Additionally, effectively utilizing Internet technology will maintain and improve cooperation and communication between state, county, and federal agencies to assure orderly marketing or agricultural products.

The Shipping Point Inspection Branch will continue to provide and review the Positive Lot Inspection (PLI) process, a USDA-sanctioned system, which allows the shipper to designate the commodity or product as officially inspected. The review will strive to detect any integrity deficiencies (use of a stamp/sticker to indicate inspection occurred, when in fact it did not). This review allows the Branch to take the necessary corrective action or make improvements to the process in addition to notifying USDA of the deficiencies. This process meets the following objectives:

- Provides, as authorized by legal statutes, an optional, economical, and effective inspection and certification service that responds to the needs of the California fruit, vegetable, and nut industry.

- Responds to customer needs by providing accurate, unbiased, and timely inspection service.

- Maintains and improves the integrity of inspection and certification services.

The Division of Inspection Services is continuing its process improvement efforts to identify and effect changes regarding the evaluation of functions affecting operational costs that can be improved, eliminated, or consolidated. The division is seeking to develop and implement new inspection services that respond to customer needs.

Evaluate and promote the Customer Assisted Inspection Program (CAIP), an alternative Federal-State program, where packing house/shipper's employees are authorized to carry out official inspections. However, unlike the Partners In Quality Program (PIQ) this program is especially suited for customers not needing full-time, in-line inspection.

Sharing of Information Technology Projects & Resources

- The Center for Analytical Chemistry plans to integrate its Laboratory Information Management System (LIMS) to the database managing system through sharing appropriate fields. Feed and Fertilizer Program plans for joint development and link up its LIMS information to the primary client's, ACRS, database for transparent operation.

- The Hazardous Materials Laboratory (HML) has expressed its interests in the same commercial software as CAC. Joint development and software implementation would save time and cost for software evaluation, implementation, and training through volume discounts on permits, licenses, system configuration, and maintenance cost.

- Continue to offer, improve, and promote the Partners In Quality Program as an alternative inspection program aimed at lowering fruit inspection costs. Inspection costs are lowered where some peach, plum, and nectarine shippers have voluntarily participated in doing their own defect inspection and certificate writing (tasks conventionally carried out by government inspectors) all subject to State and Federal audits.

- Continue to execute the Branch Internal Quality Management System (BIQMS) – a system to ensure a quality inspection program for fresh fruits, vegetables, and nuts that adhere to all applicable Federal regulations (USDA Quality System Service Standards). This audit-based system renders all employees at all levels responsible for the highest quality service and operation.

- Continue to monitor the Positive Lot Inspection process to detect any integrity deficiencies to ensure program integrity and alert the appropriate parties.

Division of Marketing Services

The Division of Marketing Services ensures an equitable and orderly marketplace for California's agricultural products. The mission of this division is to administer the Department's Agricultural Marketing Programs in a fair and responsive manner. Through the following activities, the Division of Marketing Services administers a number of programs to encourage efficient commerce of the state's 350 diverse agricultural products, thus benefiting producers, processors, and consumers:

- Provides administrative guidance and oversight to California's 50 marketing boards.

- Provides information and economic analysis on dairy marketing and key agricultural issues.

- Performs accurate accounting and verification of nearly $4 billion in payments made to California dairy producers each year.

- Promotes confidence and stability in agricultural markets through an effective licensing program of agricultural handlers and processors.

- Prepares statistics of California agriculture through a joint federal-state cooperative agreement.

Programs and Services

California Agricultural Statistics Service Branch

In a joint effort with the United States Department of Agriculture's National Agricultural Statistics Service that spans nearly 40 years, the California Agricultural Statistics Service prepares and distributes statistics on California agriculture. Activities include estimates of planted and harvested acreage, production, stocks, and crop use. Information prepared by the service enables interested parties to make sound marketing and economic decisions.

Dairy Marketing Branch

The Dairy Marketing Branch encourages sound production and marketing of dairy products by resolving public policy issues and providing key market information. Specifically, the program establishes minimum milk farm prices and enforcement of statues prohibiting unlawful marketing practices relating to milk and dairy products.

Market Enforcement Branch

The Market Enforcement Branch promotes and fosters equitable marketing practices among producers, handlers, and processors of California farm products through the regulation of marketing practices. It fulfills this mission by issuing licenses, conducting audits, and applying corrective enforcement where needed.

Marketing Branch

The Marketing Branch provides administrative guidance for California marketing programs established under state law. These organizations allow commodity producers and/or handlers to collectively assess themselves to create and conduct advertising, promotion, research, and inspection programs that benefit the industry as a whole.

Milk Pooling Branch

This program administers the California Pooling Plan for Market Milk which provides standards for distributing monthly, statewide bulk market milk revenues to California dairy producers.

Changes in Mission and Programs, Threats & Opportunities

Like the other divisions within CDFA, the Division of Marketing Services is also impacted by the current hiring freeze. The exemption process may prevent branches from attracting/recruiting staff to accomplish some of the identified goals on a timely basis. The Marketing Branch is facing pending legal issues that could affect the long-term viability of the branch.

The Milk Pooling Branch relies on the Franchise Tax Board to maintain the Dairy Accounting System (DAS). However, the Franchise Tax Board may redirect/eliminate staff support that assists with this COBOL-based accounting system. This reduction or elimination of support for this system will severely impact the Branch, and the milk industry, since the Department cannot independently support the DAS on-site at the current time.

Division Information Technology Strategy

The Division of Marketing Services serves a diverse group of stakeholders including federal, state, and local government agencies; the media; the Governor's Office and the Legislature; producers, handlers, consumers, industry leaders, grocers, cooperatives, and allied industries; and the court system. Information technology enables the branches in this division to achieve their missions by enhancing communications, improving work efficiency, accuracy, and effectiveness, and providing the means to store, access, and present program and industry data. Additionally, the division's use of information technology facilitates public outreach and the dissemination of information to stakeholders.

The division has identified the following IT initiatives to support its business strategy:

- Dairy Accounting System – The Milk Pooling Branch currently uses an antiquated mainframe accounting program to calculate monthly settlement payments to California dairy farmers. The Branch has identified a state-of-the-art accounting system used by United States Department of Agriculture (USDA) marketing orders that would modernize the process currently in place. The Milk Pooling Branch is currently pursuing a contract to develop a California-specific version of the USDA accounting system with a goal to have the new system operational in 12 to 18 months.

- Website redesign (Dairy Marketing Branch)

- Website design (Market Enforcement Branch)

- Remote access to network

- Enhanced communication systems (i.e., e-mail)

- Improved work efficiency and effectiveness

- Improved work mobility (i.e., laptops; PDAs)

- Storage and accessibility to data (i.e., databases)

- Improved accuracy and presentation of data

- Outreach and education/dissemination of information (i.e., Internet homepage)

- Allows branches to meet mandated/statutory deadlines

Implementation of New Technologies & e-Government Initiatives

E-Government will allow the Marketing Division branches to perform/deliver the following services and activities to its stakeholders:

- Enhanced capability to gather and transfer information electronically (all branches)

- Accept and process license applications (Market Enforcement, Dairy Marketing, Milk Pooling branches)

- Allow for electronic funds transfers: payments to processors (Milk Pooling Branch)

- Allow stakeholders to access/view historical entity specific information (i.e., producer and handler statements) (Milk Pooling Branch)

- Milk Pooling Branch currently uses an antiquated mainframe accounting program to calculate monthly settlement payments to California dairy farmers. Milk Pooling Branch has identified a state-of-the-art accounting system used by USDA marketing orders that would modernize their Branch procedures if implemented here. Milk Pooling Branch is pursuing a contract to develop a California-specific version of the USDA accounting system with an operation goal of 12 to 18 months.

Various projects/activities are underway to improve the level of services to the Division's stakeholders, including:

- Procurement of mini-computers to improve mobility of information

- Automation of workload activities for enforcement/audit functions

- Development of improved Dairy Accounting System for Milk Pooling Branch

- Remote access for Division IT users

- Website redesign for the Dairy Marketing Branch

- Website design for the Market Enforcement Branch

Service Level Agreements

The Division of Marketing Services maintains a Service Level Agreement with the Franchise Tax Board to maintain the Dairy Accounting System. This agreement is renewed yearly for an amount up to $50,000 to provide support and maintenance of the COBOL Dairy Accounting System.

Division of Measurement Standards

The mission of the Division of Measurement Standards (DMS) is to preserve and maintain the standards of measurement essential to providing a basis of value comparison and fair competition in the marketplace. The division fulfills its mission through enforcement of California laws and regulations governing weights and measures by ensuring the accuracy of commercial weighing and measuring devices; verification of the quantity of both bulk and packaged commodities; and enforcement of quality, advertising, and labeling standards for most petroleum products. The division is comprised of three branches that work closely with county sealers of weights and measures to carry out the vast majority of enforcement activities at the local level. In addition to partnerships with the County Sealers, the division actively partners with the National Conference on Weights and Measures, National Institute of Standards and Technology, and the international weights and measures community to achieve global uniformity in the metrology discipline.

Programs and Services

Compliance and Evaluation Branch

California law requires that all new models of commercial weighing and measuring devices be evaluated and approved by the California Department of Food and Agriculture prior to use in the State. This activity is carried out through two programs:

- California Type Evaluation Program – This program operates one of only four laboratories in the National Type Evaluation Program and the United States/Canada Mutual Recognition Program. As the only authorized laboratory in the Western United States, the California laboratory serves to evaluate and approve weighing and measuring devices for manufacturers not just in California, but other states and countries. These devices are typically marketed throughout the United States and are used commercially to ensure accurate transactions involving measurable commodities.

- Measurement Compliance Program – This program is comprised of three distinct functions:

  o To minimize measurement error in commercial transactions through periodic inspection and testing of commercial weighing and measuring devices such as supermarket checkout scales, gasoline dispensers, and large capacity truck scales.

  o Assure that sales of commodities are accurately measured to minimize errors and fraud. This program enforces laws and regulations relative to the Fair Packaging & Labeling Act to minimize deceptive packaging and to assure value comparison in the marketplace.

  o Responsible for registering service agencies and their employees who perform services for users of commercial weights and measures devices.

Metrology Branch

The Metrology Branch maintains the state standards of measurement, in concert with the National Institute of Standards and Technology, which form the legal and scientific basis for all California commercial transactions involving weights and measures. The branch also coordinates measurement activities among local agencies, industry, and the general public. Part of that activity involves certification of standards used by state and local agencies and industrial clients.

Weighmaster/Petroleum Branch

This branch maintains minimum quality standards for fuels (gasoline, gasoline/ oxygenate blends, diesel fuel, kerosene, compressed natural gas, and fuel oil) and most automotive products (motor oil, brake fluid, automatic transmission fluid, gear oil, and engine coolants) sold in California, and also regulates the advertising and labeling of such products. The work of this branch is to diligently monitor the marketplace through open inspections and undercover investigations in order to ensure the quality of these products. Inspectors test both routine and suspect samples through the operation of two laboratories within the state.

- Weighmaster Enforcement Program – Assures that commercial transactions, based on quantities certified on a weighmaster certificate, are accurate. Licenses individuals or firms that weigh or measure bulk commodities and issues certificates of accuracy. The program accomplishes enforcement activity through open inspections and undercover investigations. These activities enable it to verify weight statements on weighmaster certificates, conduct inspections of establishments involved in bulk sales, and investigate complaints alleging fraudulent use or misuse of weighmaster certificates.

Changes in Mission and Programs, Threats & Opportunities

The Division of Measurement Standards is currently updating its strategic plan for calendar year 2002 to incorporate IT issues within its current infrastructure. Recent General Fund budget cuts will impact the Division's ability to develop new IT solutions to meet program needs. Staffing issues related to the recent hiring freeze may also prove to be a setback. Additionally, limited resources and personnel will affect the Division's ability to move forward on technological advancements, web design, and its ability to hire a programmer to develop database programs and applications for DMS programs.

Through the implementation of CDFA's IT Implementation Plan, opportunities exist to share IT resources to support the development of Internet and Intranet tools needed in DMS. Additionally, central support of network and help-desk functions will help alleviate the impact that recent budget cuts and staffing shortages have had on DMS.

Division Information Technology Strategy

With the use of technology, the programs within DMS can compile, analyze and process large amounts of data and documents. The data collected is used to provide state and regional compliance assessments, fee collection, and resource activity. Documents can be

electronically generated and distributed for enforcement, training and as an information source for various Division activities.

The development of the Division's customer-centric webpage, network, and server enables programs to exchange and provide information to stakeholders with 24-hour access.

Implementation of New Technologies & e-Government Initiatives

The Division plans to develop databases to handle a number of internal functions from equipment inventory to evidence retention logs. Future webpage enhancements would include providing consumers and weights and measures officials with interactive access to complaint forms, licenses, and data collecting functions.

Additionally, the Division of Measurement Standards is developing a comprehensive basic training project that is based on CD technology and later may be developed into an Internet or Intranet platform. Division Notices and complaint forms are posted on the CDFA website and staff will begin to e-mail technical documents referenced by national, state, and county weights and measures officials. Consideration has been given to adding two Division licensing programs and a county monthly report with Internet accessibility.

Sharing of Information Technology Projects & Resources

The DMS is currently working with San Luis Obispo County to develop software for a statewide Package Inspection Report Program (PIR).

Division of Plant Health & Pest Prevention Services

The California Department of Food and Agriculture has the only comprehensive program to protect California from exotic and invasive pests. Housed within the Department's Plant Health and Pest Prevention Services (PHPPS), the existing program features components for identifying, excluding, detecting, eradicating or controlling harmful and invasive insects, weeds, plant diseases, rodents, and other damaging pests. The goal for the pest prevention program is legislatively mandated and clearly articulated within the California Food and Agricultural Code. These mandates serve as the basis for the pest prevention program's recently revised draft mission, vision, values, and goals statement:

Mission

Protect California from the damage caused by the introduction or spread of harmful plant pests.

Vision

To provide leadership of pest prevention and management programs that effectively protects California's agriculture, horticulture, natural resources, and urban environments from invasive plant pests. "Find the big problems and fix them."

Values

- Leadership: Provide clear direction, guidance and support.

- Communication: Open, constructive exchange of ideas, opinions and information.

- Decision: Decision-making based on the best available science, technology, and common sense.

- Team Work: Accomplishing division goals through the cooperative efforts of each of our employees.

- Credibility: A team that maintains the division as a responsive, accountable, and trusted organization.

- Development: Maintain a system that develops employees, expands capabilities, acquires and utilizes accurate information and new technologies, while employing innovative pest prevention strategies.

Goals

To prevent the entry, spread and establishment of invasive plant pests that could be detrimental to the State's agriculture, public or natural resources by:

- Accurate and timely pest identification;

- External and internal exclusion activities designed to prevent pest entry or establishment;

- Early detection of plant pests before they become well established;

- Timely and effective eradication actions to eliminate new pest infestations;

- Control and containment systems for plant pests that have become widely established;

- Research, information technology and pest risk analysis systems to assure that the pest prevention program is relevant, scientifically based and continuously improved;

- Maintain outreach programs to enlist public support of pest prevention activities through enhanced public awareness and education; and

- Development of division employees, foster teamwork and a sense of accomplishment and enjoy our work.

The Division of Plant Health and Pest Prevention Services has identified the following as key stakeholders and cooperators:

- Federal: US Department of Agriculture, US Environmental Protection Agency, US Fish and Wildlife Service, US Department of Interior.

- State: CalEPA, Resources Agency, CalTrans, Department of Finance, Governor's Office, Legislature.

- Other: County agricultural commissioners, academia/research community, agricultural industry, and the general public.

Programs and Services

The Plant Health and Pest Prevention Services division is comprised of the following branches:

Pest Exclusion Branch

The Pest Exclusion Branch keeps serious plant pest out of the state and stops or reduces the spread of newly arrived pests and diseases. The branch operates inspection stations along California's borders to screen cars, trucks, and buses for unwanted pests. The branch also works closely with the United States Department of Agriculture (USDA) at California's sea and airports to inspect and monitor foreign and domestic shipments. The Pest Exclusion Branch relies on the County Agricultural Commissioner's staff to facilitate the inspection of agricultural shipments statewide, and provides training and over-site for the county programs to ensure uniform enforcement of plant quarantine regulations throughout the State. If a pest is detected through inspection, survey, or trapping efforts, the branch responds immediately with quarantine and/or commodity treatment activities to prevent the spread of the pest to other areas of the state. The branch also manages programs for nursery, seed and cotton to ensure quality standards are met, issues permits for restricted use of quarantine pests and commodities, and provides a certification program for exporters who want to ship pest-free agricultural products to other states and countries.

Pest Detection/Emergency Projects Branch

The Pest Detection/Emergency Projects Branch detects and eradicates new infestations of foreign invasive pests in California. The branch manages an exotic pest trapping program that deploys close to 108,000 traps statewide during peak summer months. This branch has conducted over 60 successful eradication projects in California against serious invasive pests such as Mediterranean fruit fly, Japanese beetle, and gypsy moth. The branch also maintains a sterile Mediterranean fruit fly production facility in Hawaii to provide sterile flies for a large-scale, ongoing sterile insect release program in Southern California to prevent Mediterranean fruit fly colonization.

Integrated Pest Control Branch

The Integrated Pest Control Branch directs seven pest control and eradication programs and one pest control research program. The branch conducts weed and vertebrate pest programs in rangelands, waterways, crops, woodlands, and urban areas. It also manages California's largest biological control program, which evaluates, rears, and releases natural enemies to provide long-term control of serious established pests.

Plant Pest Diagnostics Branch

The Plant Pest Diagnostics Branch identifies plant diseases, weeds, seeds, nematodes, and insect pests from samples submitted by Department pest prevention programs, county agricultural agencies, universities, and the public. It is located in a state-of-the-art diagnostic facility and maintains important reference collections including the state's official arthropod collection with 1.5 million specimens, a seed herbarium with 50,000 specimens, a plant herbarium containing 25,000 specimens, and a library with more than 28,000 volumes. The branch supports California's agricultural export market by performing analyses needed to determine if shipments meet quarantine certification requirements of other states and countries.

Pierce's Disease Control Program Branch

The Pierce's Disease Control Program is a partnership with county agricultural commissioners, universities, federal agencies, other state and local agencies, and agricultural organizations throughout the state. It's designed to prevent/contain the spread of glassy-winged sharpshooter to new areas of the state. Program elements include detection and monitoring surveys, oversight of response activities to new detections, public and industry outreach, and research to reduce or eliminate the risk associated with Pierce's disease. The program is advised by a task force and subcommittee structure. A Statewide Coordinator directs the program in accordance with policies approved by the Secretary of the Department of Food and Agriculture.

Changes in Mission and Programs, Threats & Opportunities

The Department is moving towards centralizing much of the IT infrastructure. This has the potential of making IT services like email easier to manage; creates the potential for standards on file management and back-ups; and can help eliminate redundancy in servers. It also means that problems have the potential to affect a greater number of people in the Department; making the staffing and back-up systems for this centralized infrastructure more

"mission-critical". If IT resources are centralized, it is crucial that the Division does not lose the amount of support and service.

Changes to the current IT infrastructure will not be necessary to affect the level of support needed to adequately facilitate users other than to take advantage of the latest overall hardware and software enhancements, especially in the areas of storage capacity and backup capability.

On an ongoing basis, all existing computers and peripheral equipment will need to be upgraded as equipment fails or is no longer able to meet business needs.

Opportunities

The datasets, organization, and servers used to support GIS for the Pierce's Disease Control Program and the IPC Branch programs in the future can and will be used by other programs, giving the whole Department the capacity to more quickly create maps, build GIS applications, and deploy internet mapping systems.

A new partnership with USDA and the Plant Pest Diagnostics Center (PPDC) that is just in the beginning process will create new information projects for that laboratory including a web-based graphic database for weeds and weed seeds. Implementation of the Memorandum of Understanding with PPDC and the University of California will create new information-based projects.

Threats

The introduction of any new plant pest(s) into California may cause new emergency projects to be created and funded rapidly. Fast-tracked purchase of PDAs, GPS units, computer workstations, broadband Internet access, mapping software and extensive training will be necessary for the Branch to respond to the new invaders.

Budget and position cuts will reduce staff resources making it difficult to enhance and maintain programs already in place as well as the development and implementation for future projects. Staff reductions will also make it difficult to devote quality time to training, keeping current with new developmental trends, as well as performing research and development in new areas of technology.

All IPC functions are being upgraded and framed in a digital context. This is both for greater efficiency and to permit a tracking system for deliverables and attainment of goals. All existing computers and peripheral equipment will need to be upgraded as equipment fails or is no longer able to meet business needs.

Division Information Technology Strategy

The success of the pest prevention program is dependent upon the cooperation and real-time communication between many variously located stakeholders as well as data analysis. Effective IT processes are the key to both. Knowledge/information needed for pest risk and pathway analysis for effective resource allocation can only be derived from carefully collected data by county, state, and federal officials working together and collecting the same data. To this end, database systems need to be developed and maintained.

The division's website has links to all the web resources for the program, pest occurrence maps, extensive educational and scientific resources, as well as links to the county agricultural commissioners. All business processes collect data relevant the evaluation of program productivity and quality assurance. E-mail is essential to communication in this and all Department programs.

Geographic Information Systems (GIS) allow various programs a view of the distribution of plant pests that includes the spatial context and can also be used in the planning of detection and control priorities, based on spatial analysis. GIS capability is extended to stakeholders via an Internet Map Server.

A list serve for the Pierce's Disease Control Program (PDCP) extends that functionality by allowing stakeholders to subscribe to receive important breaking news for the program. Again, this can improve the containment of glassy-winged sharpshooter by giving counties notification of new hosts, nurseries of concern, and newly found infestations.

Implementation of New Technologies & e-Government Initiatives

The PHPPS is currently in the process of developing IT projects to enhance its ability to collect, retrieve and share data with other agencies and stakeholders. Some of these programs include database systems already in place where others involve systems either in testing or need for development.

There are three key technology projects currently in the testing phase:

- The digital imagery system used to identify certain insect via photo taken at an agricultural inspection (border) station or field office and e-mailed to scientists at the Plant Pest Diagnostics Center laboratory.

- The revision of the Pest and Damage Record (PDR) system used by state and county cooperators to submit and track pest finds.

- The Phytosanitary Certificate Issuance and Tracking (PCIT) system which is a joint effort being developed by the USDA in cooperation with the National Plant Board to issue and track both federal and state phytosanitary certificates.

Electronic PDR submission has just begun and is being phased into a few counties. It will be implemented statewide before the end of the fiscal year. PDR submission will be done via extranet and will improve the information that is entered, and reduce the turnaround time that the information become available to program stakeholders. The division maintains an itemized listing of the systems currently in use, those under development, or in need of development along with a prioritization.

All mandatory reports submitted by the county agricultural commissioner will be converted to web-based data submission with program reports and data then made accessible through the website. This will require contracting for conversion of forms and databases to web-based technologies.

The division's Integrated Pest Control Branch has collaborated on an Internet Mapping server with the Pierce's Disease Control Program. This system will be expanded to contain data for

noxious weeds and other plant pests. Other reports, databases and the mapping system will be accessible through these servers.

PHPPS is adopting the use of databases to track progress towards goals set as performance measures. This could require the design and construction of many databases, and the modeling of division business processes that has not been done before. The adoption of extensive new datasets and Internet mapping will require broadband Internet access for the field offices. As the division develops more extensive GIS and field database reporting, the acquisition of remotely-sensed data will become crucial to program reporting and analysis. This includes data from satellite and aircraft-based sensors with either regional or statewide coverage.

If the current noxious weed management programs, funded by pilot legislation, are made permanent, this will require a broader technical development and support project to bring in all county-based weed management areas. Purchase of hand-held PDAs, GPS units, computer workstations, broadband Internet access, remotely sensed data, and mapping software. Extensive training will be necessary for the division staff and the county agricultural commissioners' staff. Future implementation of the following technologies may require new or enhanced systems:

- Video streaming (i.e., video conferencing);

- Hand-held PDAs for acquiring data in the field, which can later be downloaded into a central data repository; and

- GIS and mapping capability, particularly for enterprise-wide data transactions via the Internet.

At this stage in our current strategic planning, we've identified a number of mission areas in need of review and evaluation for redesign including our knowledge/information management processes. However, due to current budget constraints, effective research into these areas has become difficult. In any case, anticipated needs relative to IT have been identified as follows:

- Technology transfer to field staff and counties

- Support program level technology development

- Technology integration to improve data collection and outcome

- Develop and implement a coordinated plan to integrate various databases

- Review protocols, procedures and forms for county reporting

- Implement a division-wide activity tracking and accounting program to determine how resources are truly used

- Reliable, accurate, current databases

- Exploit use of web technology to collect data and facilitate information exchange

- Improved information management on the public website and extra-net

- Create a database for equipment inventory within the Department that's accessible to all

- Usable, malleable databases

- Accurate and current website

- Program specific websites that can be updated weekly for program staff

- Enhanced analytical abilities for data analysis for program operations

- Up-to-date mapping capabilities

- Expanded utilization of spatial analysis

- Continual state of the art organism identification/taxonomy with real time capability

- Reestablish a division monthly newsletter/web page

- Create an SO-12 tracking database

- Purchase Digital Imaging Equipment for all border stations

Sharing of Information Technology Projects & Resources

The PDR Project is currently in production and a statewide detection reporting system is undergoing analysis prior to development. Both are under scrutiny for national application. A grant proposal is under consideration to work with USDA to design a national pest detection data capture, storage and retrieval system that would bring all of the existing detection databases together, including the current USDA and California databases. The use of hand-held electronic devices for data collection in the field is being tried in a project that involves Federal, State, and County cooperators. The use of hand-held devices will continue to expand and will also eventually be the way county and CDFA staff submit PDRs.

The noxious weed program is involved in multiple interagency projects to develop joint databases and GIS for invasive weeds and insects. Currently, major collaborations exist with the county agricultural departments, California's Department of Pesticide Regulation, the USDA, and University of California. The cotton bollworm program currently maps all cotton grown in California and shares this data with all agencies. This effort may extend into other crops in conjunction with the University of California and the USDA. The IPC recently bought GIS programs for 32 county departments of agriculture for local noxious weed GIS. This program will be expanded to other counties and will be followed with the distribution of hand-held personal digital assistants (PDAs) and global positioning system (GPS) units for local data collection for exotic weeds and other plant pests.

The Integrated Pest Control Branch has collaborated on an Internet Mapping server with the Pierce's Disease Control Program (PDCP). This system will be expanded to contain data for noxious weeds and other pests. Currently county information is sent to CDFA, processed and included in the PDCP's Internet Map Server. Further development of the Internet Map Server may allow counties to host their own data on the site. With the diverse group of agencies involved in the PDCP project, web rings, centralized website hosting, and other Internet

organizing systems may be deployed to make information more accessible and easier for stakeholders to recognize as being part of the body of interagency work on this problem.

Service Level Agreements

For the Division of Plant Health and Pest Prevention Services, SLAs with Teale Data Center consist mostly of the maintenance of two T1 data lines and router between the Sacramento headquarters office and the Meadowview Road offices. The projected cost of this service for Fiscal Year 2001-02 is $23,093.68. This service is ongoing. It provides more efficient Internet access and data network connectivity for these remote users.

PHPPS has a contract with Wirestone, Inc., an outsourced ASP, for the PDR Project at a total cost of approximately $300,000 with an additional $15,000 - $30,000 projected costs for code alteration due to "bug" fixes and enhanced features during pilot phase. The duration of the project is anticipated to be two years with an additional three months to make the code alterations. Once implemented, this project will provide a centralized repository for this data and allow for enterprise data transactions for all users making PDR information much more accessible.

IT development staff have designed and implemented an employee-tracking program for the division and the initial framework and integration of the division's website. These projects were each completed in approximately three to four months. The employee-tracking program will allow the division to assess the current position and classification changes of its staff in a more accurate and timely manner. The website provides users with a quick access to a variety of Division information.

Information Technology Infrastructure

Strategic Initiative: Re-Engineering Information Technology

The CDFA is an organization comprised of six separate operating divisions, each very unique in mission, character, and funding. A seventh division, the Division of Administrative Services, provides traditional centralized services to the six operating divisions such as budgeting, financial accounting, procuring and contracting, human resource management, facilities management, and telecommunications. However, with regard to the development and deployment of information technology at CDFA, each division (and in some instances branches or programs within divisions) independently adopts technology to service its needs.

Given the diversity of mission and the multitude of funding sources, the programs have developed IT infrastructure, policies, procedures, and protocols, which support their individual goals and objectives. Some programs have adopted significant infrastructure in both products and services; others lack such infrastructure and the complement of trained staff necessary to deliver the appropriate or sufficient IT services relative to program activity.

In the mainframe computing days of the 1960's, 1970's and 1980's, programs which had the need for significant computer applications at times contracted out such development, implementation, and hosting of such applications since CDFA did not have the infrastructure to provide such services. Programs were free to determine their own needs and craft solutions to fulfill them. Consequently, CDFA had some significant applications that were developed and hosted at "out-sourced" locations. Some of these legacy systems are still in production, such as the Milk Pooling System maintained and supported at the Franchise Tax Board.

When the personal computer became available in the mid-to-late 1980's and early 1990's, again it was left up to each division, and actually specific programs within divisions, to determine how (and in some cases, if) such technology would be acquired and implemented to serve the business needs of the programs. Then, in the early 1990's with the beginning proliferation of network technology, most of these existing personal computers were physically connected, where the concepts of shared data files, network printing capability, and most importantly, the ability to communicate by e-mail were introduced and deployed. The personal computer became a "workstation" in the lexicon of the "networked" computer world.

Local Area Networks (LAN's) were built and technology was extended to a number of work environments, confined mainly to the Sacramento headquarters (both the main and annex buildings) and five field locations within the greater Sacramento area. While there was effort to ensure that such LAN's could be connected into a Wide Area Network (WAN), each division was responsible for developing, implementing, and maintaining its own LAN. Consequently, networks were built to accommodate a division's staff; they were designed, implemented, and supported in a "siloed" environment, not within the arena of an "enterprise" model.

In the mid-to-latter part of the 1990's, the ability to communicate via electronic mail (e-mail) throughout the Department, and to the outside world, became a critical issue. With the multitude of network platforms and different e-mail systems, it was recognized that uniform standards, practices, and procedures were necessary in order to meet the desired objective, namely the ability to electronically communicate (e-mail, calendar, and schedule electronically) with one another seamlessly across division lines. As a result, the existing e-mail systems employed by CDFA were standardized on one system, Novell's Groupwise system.

As a result of implementing the first network standard, the various local area networks supporting each division were connected and protocols were established enabling the staff at CDFA to communicate with one another as well as the outside world via the Internet. However, while this connectivity was a great enabler and increased the productivity of CDFA personnel, the following fundamental issues were not addressed from an enterprise perspective: total ownership cost; return on investment relative to infrastructure deployment and maintenance; efficiency and effectiveness of the infrastructure design and topology; and the efficiency and effectiveness of staffing resources to support and maintain these distributed systems. All existing network infrastructures remained in place and an additional layer of network administration was crafted and implemented—namely, connecting these various LANs into one WAN.

Furthermore, since these local area networks were managed and funded by their respective division, different levels of network infrastructure continued to exist. Consequently, it has been difficult to achieve uniformity and consistency in network standards and protocols (i.e., uniform network connectivity, server performance and maintenance practices, uniform operating system protocols) across these multiple platforms. This situation has led to technical problems, heightened volumes of service, and many "behind the scenes" efforts by network technologists in supporting the wide area network. Various workarounds have been crafted and late night sessions have been mandated to ensure the viability and reliability of the network.

In addition, the decentralized model with disparate levels of information technology products and services among the various divisions has led to significant differences in the adoption of IT applications to service business needs and program activities. Some divisions, with trained personnel and robust platforms, have been able to develop significant applications that support a wide-range of business activity. Others, without such staff and infrastructure, lag significantly behind in the deployment of automated technologies that would add value to program objectives and activities. Appendix 3 summarizes the weaknesses of the current, decentralized IT environment in terms of staffing resources, funding, and technology.

Consequently, in 1998, a team drawn from Department technologists and management, formally known as the Information Technology Consolidation Advisory Team (ITCAT), began to study the effects of the current network infrastructure and all of the associated IT operational practices. Out of the team's year-long effort came a series of recommendations to the Information Technology Steering Committee that can be properly characterized as "consolidation" or "integration" of technology and related staffing/practices at the CDFA— that technology should be developed and deployed from an enterprise perspective. The recommendations were approved and adopted by the Information Technology Steering Committee (ITSC) in February 1999.

Based on this approval, the centralized information technology unit in the Department, Planning, Information Technology & Training (PITT) went forward with a plan for augmenting staff in IT functional areas of network infrastructure (server and network architecture and support), security, application development and maintenance, and customer support. Five additional positions were submitted to, and approved by the Department of Personnel Administration, in March 2000. With a change in information technology leadership both at the executive level and within the central IT unit during the middle and latter part of 2000, these positions were not immediately filled and movement toward implementing the recommendations was temporarily suspended.

Strategic Vision: Enterprise Approach to IT

During the first few months of 2001, the executive leadership of the Department revisited and updated the Department's strategic plan and identified six separate strategic initiatives, one of which was information technology. As part of this process, key members of the original ITCAT team were asked to revisit the team's original work and recommendations. Their effort culminated in an updated report issued on April 24, 2001 to this executive leadership. This updated report provided, in essence, the same conclusions and recommendations of the original report. The Team's report is included as Appendix 4.

The underlying principles governing the tenants of the recommendations can best be summarized, as follows:

- The executive leaders of the Department will fully sponsor and support an initiative to integrate technology practices from the "enterprise" perspective; such leaders will form the governance committee responsible for providing the leadership and direction of the Department's information technology, supported by an advisory committee comprised of technologists from throughout the Department.

- When developing and deploying information technology within the Department, an enterprise approach should be taken for all information technology activities and functions that are not specific to a particular program, ensuring the most efficient and effective use of hardware/software and staff.

The report identified areas of information technology that could best be deployed from an enterprise level, further identifying and classifying these areas in a phased approach. Six different phases were identified. While this phased approach certainly infers a sequential execution of the plan, it by no means mandates that such action must occur in the strict order of the phases. It was recognized that some of the issues raised and actions identified in the different phases were inextricably linked and could be addressed concurrently.

Furthermore, while the report identified principles, goals, and objectives to be achieved through more efficient utilization of information technology assets, it did not identify a "recipe" or an implementation plan consisting of specific goals, projects, and deliverables. Consequently, an IT Implementation Plan Team was formed to develop an implementation strategy relative to the goals and objectives identified in the Integration Report. The work of this team is presented in the next section of this report.

Information Technology Implementation Plan

Executive Summary and Commitment

As an outcome of the Department's overall strategic planning process in the spring of 2001, six separate strategic initiatives were identified. One of the six initiatives, identified as critical and supported by the Integration Team's report/recommendations, was the re-engineering of the information technology strategy within the Department. Specifically, the principles and management methods that govern the development and deployment of information technology within the CDFA, together with technology practices, need to be fundamentally revisited addressing such activity from an enterprise model as opposed to our existing practice of a distributed or decentralized model.

In addition, such principles, policies, protocols, and practices need to be codified in appropriate fashion, fully sanctioned and approved by the Department's executive management, and distributed throughout the Department enabling a more uniform and consistent approach to information technology development and deployment. Consequently, the information technology strategic initiative was launched. It was recognized that, in order to successfully achieve the goals of the initiative, a structured implementation plan was necessary. A team was formed to craft the plan with representation from each division, as follows:

- Administrative Services: Joy Lane

- Animal Health and Food Safety Services: Pam Shintaku

- Fairs & Expositions: Dean Mar

- Inspection Services: Steve Mauch

- Marketing Services: Kelly Krug

- Measurement Standards: Mike Cleary

- Plant Health and Pest Prevention Services: Mike Hetrick

- Planning, Information Technology, & Training: Les Lombardo

Over a six-week period ending June 27, 2001, the team met and crafted a plan, structured in a project management format. Refer to Appendix 5. The plan identifies the following:

- goals, projects, and deliverables;

- eleven primary goals were identified, each with specific projects and deliverables (a total of 34 projects and 107 deliverables within the 11 goals were identified);

- a projected completion date (by calendar quarter); and

- a status report indicating the current standing of the given project.

The team also determined the interdependencies between projects and deliverables. Some of the projects could occur concurrently; others would have to proceed in systematic fashion with one project completed before another is started since one may be contingent upon the resolution or outcome of another.

Furthermore, while the projects/deliverables identify very specific activity, the actual scope of the project will be fully identified and developed when the project is undertaken. Consequently, the projected timelines relative to start and completion dates are estimates and may be subject to change once each project begins.

Since a number of different activities will be occurring simultaneously, led by a number of individuals and teams, it was necessary to develop a uniform process to be followed by those involved with the various projects. Appendix 6 identifies the process that will be followed by all involved with the implementation plan.

In order for a project of this magnitude to be successfully undertaken and completed, project management is a critical aspect of the undertaking. Appendix 7 identifies the process that will be followed relative to project management and reporting of such activity to the Information Technology Steering Committee.

Guiding Principles

The following principles will guide the Department in its development, deployment, and administration of information technology:

- The executive management of CDFA, comprised of the Undersecretary, Deputy Secretaries, the Chief Information Officer, and the Division Directors, is vested with the governance of information technology within the CDFA.

- The undertaking of information technology activities by programs within the CDFA should always be viewed from the enterprise level and the value it brings to the Department. Any and all initiatives should be evaluated from the Department perspective and be consistent with the enterprise structure and the governing principles, standards, protocols, and practices adopted by the Department.

- The adaptation of technology to business functions and program activities should be driven by business and program goals and objectives, enabling functions and activities to be performed in an efficient and effective, viable and reliable manner. The concepts of cost versus benefit, and risk management/risk mitigation are essential decision elements regarding the adaptation of technology in our business environment.

Organizational Structure

The CDFA is an organization vested with very diverse responsibilities of program administration and has a wide-ranging level of activities performed by program staff and partners located throughout the state. Given this diversity of missions, goals, and objectives, it is imperative that all program activity is represented in the governing and operating structures of information technology within the CDFA. Consequently, the membership of the Information Technology Steering Committee (ITSC) and the Information Technology Advisory Team (ITAT) shall include representatives from all divisions, and is structured with the following responsibilities:

- *Information Technology Steering Committee*: Division directors provide oversight and direction to IT activities in the agency. Appendix 8 is the Charter for the ITSC.

- *Information Technology Advisory Team*: Technologists and program representatives from each division make up the Information Technology Advisory Team. It provides technical advice, analysis, and evaluation of IT alternatives and initiatives and makes recommendations to the IT Steering Committee regarding the development and deployment of information technology products and services. Appendix 9 is the Charter for the ITAT.

Information Technology Goals and Objectives

The CDFA adopted an Information Technology Implementation Plan to modify its overall strategy in the adoption and deployment of information technology, based on the principles of return on investment and total cost of ownership. This plan will better integrate and operationally improve the Department's technology infrastructure.

This plan was approved by the Information Technology Steering Committee; it includes 11 goals consisting of 34 projects and 107 different identified tasks (i.e., deliverables). The essence of these projects/deliverables can be summarized along the following six general themes:

1. IT Governance, Commitment, and Communication

   - IT Leadership

   - IT Advisory

   - IT Project Initiation and Approval process

   - Communication

2. Internet Redesign, e-Government Initiatives, and Extranet Implementation

3. Network Topology and Administration

   - Network consolidation/integration (File/Print and Communication)

   - Network consolidation/integration (Applications/Databases)

- Network expansion to field personnel, traveling staff

- Training of technologists

4. Customer Support and Workstation Administration

   - Hardware/software procurement standards and refresh methodology

   - Uniform helpdesk methodology/tools

   - Training of technologists

5. Adoption of Enterprise Policies, Protocols, Procedures, and Practices

6. Funding Model to Support Enterprise IT

IT Governance, Commitment, and Communication

The Department recognizes that governance, commitment, and communication are the fundamental tenants for successfully implementing its plan over the next three years. A formalized governance structure has been codified. The IT Implementation Plan outlines a process and provides a structure in order to achieve the goals and objectives set forth in the IT Strategic Initiative (see Appendix 5). It is an undertaking expected to take approximately three years to complete. During this process, it will be necessary to broadcast the initiative and the plan to all staff, to actively manage and report to the Information Technology Steering Committee on the progress made by all parties involved with the plan, and to adjust the plan, when appropriate, as the process moves forward.

Goal 7 of the Implementation Plan is designed to identify and implement the IT management and decision-making structure for the Department. It identifies the key roles and responsibilities of decision-makers and advisors, and outlines the initiation, prioritization, and approval process for the commitment of IT products and services. Part of this is incorporated in the charters for both the ITSC and the ITAT. However, further procedures and processes relative to project initiation and prioritization will be developed in this goal.

The projects under Goal 9, when developed and completed, will address the manner and method in which the communication to all Department employees and stakeholders will occur. Communicating the principles, goals and objectives of the Department's information technology plan and the commitment to information technology as an integral part of the business practices of the Department is critical to the success of this initiative. The components of this initiative will be phased-in over an estimated period of three years. Communicating the details of the plan initially and on an on-going basis as significant milestones are achieved will ensure that the plan is understood, that all CDFA staff are informed in a timely manner of relevant information, and that the commitment to the plan will remain focused.

Website, e-Government, and Extranet

The Department recognized the power of the Internet in the mid 1990's in communicating information to various stakeholders. Consequently, a concerted effort was put forth in developing and expanding web-based technology and providing extensive, detailed program information. However, again the model was a very distributed model where each individual program, branch, or division developed and crafted its own message for web publication.

Upon examination, we realized a more uniform approach to web development, support, and maintenance protocols needed to be established to ensure the timely, accurate, and logical presentation of information within the Department's website. Consequently, an initiative has been undertaken to develop a more uniform approach to web development, establish a Department webmaster/content manager, establish a web development team consisting of Department personnel from each division, establish a standard web authoring tool with corresponding training program for all personnel to use, and adherence to web development standards as promulgated by the Governor's e-Government team.

In addition, a project has been undertaken to develop a secure, authenticated extranet platform enabling the Department to exchange information with all employees and for programs to exchange information with identified, authorized stakeholders and constituents.

Network Topology and Administration

The existing network topology, a consortium of individual LANS separately procured and managed by division personnel and connected together into a WAN configuration (see Appendix 10), has led to issues of manageability, viability, accountability, performance, cost/return on investment, and security among other issues. Consequently, there is a need to consolidate, coordinate, and improve the information technology infrastructure to prepare CDFA for the future, including participation in California's e-Government portal.

Because of the diversity of the programs in the CDFA, the Department has historically functioned in a decentralized fashion. In many instances, this has been to the programs' benefit as it provided program-based focus and direction. Unfortunately, this approach limits the opportunities to benefit from Department-wide efficiencies and economies of scale that more centralized, standardized functions can provide.

As the use of personal computers expanded, and in keeping with the historical decentralization of functions, each division established its own local area networks, servers, electronic mail post offices and, to a limited extent, software and/or hardware standards. With the exception of the e-mail client software, there are currently no Department-wide software or hardware standards, either at the desktop or at the server level.

Now, with the advent of networking and enterprise e-mail, and the recognition that cross-divisional sharing of databases will provide customer benefits as well as staff efficiencies, it is important that the disparate communication systems, both voice and data, be integrated to function as a single system. As CDFA's customers and stakeholders become aware of the advantages of accessing information and conducting other business electronically, there is increased demand for making information available through the web or other means of electronic access. In addition, the emergence of new technologies such as document

management/imaging, encryption and digital signatures, electronic commerce, and video conferencing, is placing additional demands on CDFA's IT infrastructure.

The integration of our network topology, our consolidation of our current distributed e-mail system, the expansion of network connectivity and network resources to both field personnel and traveling staff, and a secure, access-managed Department extranet are all issues that will be addressed in our IT Implementation Plan.

The proposed timeframes in the plan relative to server consolidation/integration may be extended as the headquarters building is now targeted for renovation in 2002-03. However, once completed, the building will house all servers in one location, which will lead to an orderly consolidation of all network equipment.

Customer Support with Clear Performance Measures

The need for establishing IT enterprise-levels of service, measuring the performance of such products and services, and providing such information to all parties that participate in and help fund Department-wide activity is necessary to:

- establish a working trust and commitment among decision-makers, users of information technology, and providers of information technology;

- ensure there is no significant "expectation gap" between the users of information technology and those that provide such services;

- assist in the decision-making relative to IT policy and direction;

- assist in the training and development of IT staff; and

- provide relevant information in the day-to-day management of IT functions and activities.

Goals 2, 3, 6, and 8 within the IT Implementation Plan address issues of customer service and performance measures. They address the levels of service to be achieved, link business needs/program activity to information technology, provide for the technical competencies of both clients and technologists through training and development, and establish performance measures for the effective evaluation of IT processes and practices.

Policies, Guidelines, Standards & Procedures

Goal 7 of the Implementation Plan is designed to identify and implement the IT management and decision-making structure for the Department. It identifies the key roles and responsibilities of decision-makers and advisors, and outlines the initiation, prioritization, and approval process for the commitment of IT products and services. Part of this is incorporated in the charters for both the ITSC and the ITAT. However, further procedures and processes relative to project initiation and prioritization will be developed in this goal.

Currently, the Department lacks a uniform, codified set of policies, standards, guidelines, procedures and consequences of noncompliance relative to information technology protocols and practices. Many of the procedures in place are based on practices adopted over a period of time by individual programs or divisions.

A number of policies and guidelines exist relative to IT procurement; project initiation, development, and implementation; security; and risk management, as promulgated by the Department of Information Technology (DOIT), Department of Finance (DOF), and the Department of General Services (DGS). However, it is necessary for the CDFA to use these governing guidelines to develop policies and procedures specific to the needs of the Department which address the day-to-day IT operational issues and practices such as the policies and standards for the following:

- hardware/software deployment and/or upgrades to existing systems, both in the workstation and network environments, and how changes to such environments will be managed;

- use and management of network resources, standardized naming conventions relative to data structure, retention of data relative to e-mail, shared drives, home drives, local drives, etc.;

- security and access management policies relative to how system administrators and users are granted access to systems/data, sanctions for identified non-compliances; and

- training of IT staff.

Funding & Resource Strategy & Models

One of the more critical issues of moving CDFA's organization from a distributed, decentralized information technology environment to one which is based on a more integrated, enterprise-based approach is funding—namely, how are IT-related costs equitably distributed across the organization. It is an issue that concerns every director and program manager. To the extent that IT products and services are deployed more across the enterprise, the concerns of, "Will my program needs be met?" and, "What will it cost my program to fund this activity?" are key questions that will need to be fully addressed.

Goal 4, Develop Funding Strategy & Model to Support IT Structure, deals specifically with developing a funding strategy and a cost allocation model. However, the success of the funding model is contingent on the completion of Goals 2, 5, 9, and 11 as these projects are systemic to a properly crafted funding model. Levels of service, performance measures, and the ability to develop an initiation, prioritization, and approval process when allocating IT products and services to address program needs are fundamental areas that need to be addressed in order to properly craft a cost allocation methodology.

Information Technology Support of Agency's Business Requirements

Each division within CDFA has developed its strategic plan, identifying its goals and objectives, corresponding implementation plans, etc. As part of this process, programs have identified business objectives, functions and processes that are in need of either improved automation or the initial implementation of technology. Divisions have documented these needs in the first half of this report.

As stated previously, the adaptation of technology in support of business needs and objectives has historically occurred at the division or program level. Consequently, the procurement, development, implementation, and maintenance of information technology platforms, applications, workstations, etc., have occurred within these division boundaries. In many instances this has been to the programs' benefit as it provided program-based focus and direction and it has met the immediate needs of adopting technology to automate certain business routines and requirements. Unfortunately, this approach limits the opportunities to benefit from Department-wide efficiencies and economies of scale, more stable and secure platforms, and a higher degree of skill-sets within our technologist workforce that more centralized and standardized functions can provide.

The business needs identified by each division indicates a commonality across divisions. IT enhancements and solutions should be addressed at the enterprise level to meet the following needs:

- Connectivity of field offices/remote areas of the State to provide field and traveling headquarters staff with e-mail, access to certain data files, and the ability to capture, input, query, analyze, and extract data;

- Web-based interactive applications such as licensing functions, registration, and labor management;

- GPS/GIS technology to provide the ability layer information for critical decision-making relative to pest infestation/eradication, response to animal disease outbreak, containment and eradication, etc.; and

- Ability to access budget, expenditure, encumbrance, and contract data, especially by field-based management and supervisory staff.

Consequently, we have established forums and institutionalized a process to ensure full knowledge and discussion throughout CDFA when proposing IT initiatives to address identified business needs and objectives. The IT Advisory Team is comprised of both technologists and program staff from each of the seven operating divisions. This IT Advisory Team analyzes, discusses, and recommends approval of all proposed technology initiatives to the Department's IT Steering Committee.

Furthermore, to ensure CDFA has identified the appropriate solutions to satisfy business needs, the Department has established Best Practices Teams in five key areas of technology. We believe this approach will help the Department focus on determining what needs are appropriately addressed with solutions that will approach an enterprise perspective. Technologists from program areas throughout the Department staff these teams. The activities of the teams are formalized and documented through meeting agendas and published meeting minutes. All of this activity is published on the Department's intranet, made available to all CDFA employees, and both the IT Advisory Team and the IT Steering Committee are fully apprised of all activity.

Using this concept of team collaboration in a structured environment, we believe the development and implementation of technology will properly address and successfully achieve business needs of the Department. The five Best Practices Teams, with areas of responsibility, are as follows:

- *Customer Support Team*

  - User Support
  - Desktop Support
  - Network Account Administration
  - GroupWise Account Administration
  - Data Access/Security Administration
  - Database Administration Support
  - Network Backup Support
  - IT Procurement/Licensing

- *Network Infrastructure Team*

  - Network Design
  - Server Administration
  - Router and Switch Administration
  - Systems Analysis
  - Data Storage Management
  - Network Backup Management
  - Configuration Management
  - Data Access/Security Management
  - Quality Assurance/Control

- *Business Systems Team*

  - Business Consulting
  - Systems Analysis
  - Feasibility Study Reports
  - Database Design and Modeling
  - High Level Project Management
  - Data Access/Security Policy
  - Geographic Information Systems
  - Data Storage and Management Policy
  - Quality Assurance/Control

- *Web Development Team*

  - Business Consulting
  - Web Authoring
  - Website Management
  - Web Statistics Reporting
  - Research and Selection of Web Tools

- *e-Government Team*

  - Web Application Development
  - Web Enabled Database Development
  - Business Consulting
  - Systems Analysis
  - Multimedia Programming
  - Video Conferencing System Development

Operational Recovery Plan - Mission Critical Applications

The Department recently updated its Operational Recovery Plan and submitted it to DOIT. The plan is dated May 2001. The plan is crafted according to the organizational structure, indicating all critical systems/applications, responsible staff and vendors, and contingency action plans in the event of failure. We are in the process of further refining such plans, incorporating tests of compliance with stated procedures and protocols, and their resulting outcomes to determine the effectiveness of such plans.

Mission Critical Applications

- Executive/Administration

  - Electronic Mail System
  - Web Services
  - Departmental Revolving Fund
  - Cash Collections
  - Allotment Expenditure Accounting
  - Accounts Payable
  - Accounting Vendor File
  - Fuel/Gas Invoice
  - General Ledger
  - Payroll Database
  - Travel Files
  - Unemployment Payment Report
  - General Property and Equipment Database

- Division of Animal Health and Food Safety Services

    - Interstate Livestock Permits
    - Surveillance Database
    - Brucellosis Vaccine
    - Equine Medication & Monitoring
    - Brand Registration
    - Plant Licensing
    - Milk and Dairy Licensing

- Division of Fairs and Expositions

    - Fairs and Expositions Accounting System
    - Accounts Receivable
    - Accounts Payable
    - Revolving Fund
    - General Ledger
    - Engineering Database
    - Budgets Database
    - Contracts Database

- Division of Inspection Services

    - Accounts Receivable System for Standardization, Organic, Egg Quality Control
    - Data Collection and Accounting and Billing System, Agricultural Commodities
      & Regulatory Services
    - Data Collection and Accounting and Billing System, Shipping Point Inspection

- Division of Marketing Services

    - Milk Pooling Handler Obligations System
    - Milk Pooling Handler Auditing System
    - Milk Pooling Mailing Database
    - Milk Pooling Data Entry System
    - Milk Statistics Database

- Division of Measurement Standards

    - Weighmaster Database
    - Service Agency Database
    - Laboratory Testing Database
    - Metrology Database
    - PIR Database
    - Air and Water Database
    - MOE Database

- Division of Plant Health and Pest Prevention Services

  - Pest and Damage Records specific to Agricultural Parcel Inspection Program
  - Traffic Data from Agricultural Border Stations
  - County Collaborative Data
  - Mediterranean Fruit Fly Quality Control Information
  - Agricultural Parcel Inspection Program Data
  - Noctuid Database
  - Pest and Damage Records
  - Pest Exclusion Flash Alerts
  - Pest Exclusion Database
  - Rejection Data Store
  - Glassy-winged Sharpshooter's Database
  - Survey and Treatment Information

Asset Management

The Department currently tracks all computer and computer-related equipment (i.e., hand-held devises, workstations, servers and all network-related equipment such as routers, switches) through its equipment database maintained in the Financial Services Branch. Inventories of all equipment are conducted every two years. Such assets are also tracked at the Division level due to the current decentralized procurement environment.

Software Management

We have enacted a Software Management Plan which incorporates the Department's Software Management Policy. The Department's software policy provides direction and guidance to all CDFA employees regarding the acquisition, deployment, maintenance, support, use, and disposal of all software employed on all Department IT assets including but not limited to all workstation computers (desktop and laptop), all network computers and network components (servers, routers, switches, etc.), and all peripheral hardware devices (printers, scanners, etc.).

The policy is intended to:

- Establish and maintain software standards to meet the business needs of the Department.

- Ensure the effective and efficient use of all Department IT resources (both hardware/software and personnel) through the application of standards and uniform business practices throughout the enterprise.

- Ensure that State mandates relative to security and accountability are met and continually maintained. Such policies will ensure information assets are properly protected and secured, ensure asset management on a Department-wide basis, and ensure compliance with software licensing agreements.

Statement of Compliance

The California Department of Food and Agriculture subscribes fully to all software copyrights and will abide by all terms, conditions, and provisions in software licenses for all acquired software used by the Department.

Software Procurement and Use

The IT acquisition process and the corresponding software standards and approved software are established and prescribed by the Department's Information Technology Steering Committee (ITSC), based on analysis and recommendations from the Department's Information Technology Advisory Team (ITAT). These policies, protocols, and standards are to be followed throughout the Department.

An exemption (i.e., a waiver) is required when procuring any non-standard software. Acquiring non-standard software will not be allowed unless an approved standard product cannot meet the business need of the requestor. Any waiver must be submitted to the Department's CIO and approved by the ITSC. The stipulated process and waiver form must be followed.

Only Department-approved software shall be installed on computers owned or leased by the Department. Software will be installed in accordance with the respective licensing agreement. The Department prohibits downloading/uploading non-authorized, non-standard software via the Internet or any other medium.

All installed software must be installed in the name of the Department and not the individual. In the event a unique identifier is required, the computer serial number will be used.

The Department will provide the necessary licensed hardware/software to an employee who is authorized to work from his/her home. Employees may not install software on their privately owned computers. In addition, employees may not install privately owned software on Department-owned or leased computers. The Division Director can only grant exceptions to this policy in writing.

The Department prohibits duplicating software media unless the license agreement entitles such duplication. All software media copies must be documented in the Department's asset management database (see below).

All software media must be properly stored in a secured location, according to the Department's storage procedures. Original and backup software must not be stored in the same location.

Department approved anti-virus software is to be installed on each computer and properly updated to include the most current engine and detection files. Employees are not to disable or bypass anti-virus software. All files shall be properly scanned for viruses. All computers with modems shall have the "auto-receive" function turned off.

Information Technology Asset Disposal

As IT assets are deemed to be obsolete, all hardware is to be surveyed in accordance with the Department of General Services Surplus Property Program and documented in the IT asset management database. In addition, all software is to be completely removed from any computer (i.e., hard drives are to be reformatted prior to disposal). The Department prohibits selling or donating owned or leased software.

Compliance with Software Standards

The Department will conduct periodic hardware/software inspections of its owned or leased equipment to ensure compliance with both Department prescribed standards and licensing agreements. Both headquarters and field employee participation will be required during an inspection. According to applicable copyright laws, persons involved in the illegal reproduction of software can be subject to civil damages and criminal penalties. Any Departmental employee who makes, acquires, uses, or allows the use of unauthorized copies of software shall receive appropriate disciplinary action.

California Department of Food and Agriculture

William (Bill) J. Lyons, Jr.
Secretary

- General Counsel
  - EEO Office
    - Agricultural/ Environmental Science Advisor
- Audits
- **Tad Bell** Undersecretary
- Statewide Coordinator Pierce's Disease Control Program

Deputy Secretary Valerie Brown

- Director Measurement Standards
  - Compliance & Evaluation
  - Weighmaster/ Petroleum
  - Metrology
- Director Inspection Services
  - Agricultural Commodities & Regulatory Services
  - Center for Analytical Chemistry
  - Fruit, Vegetable & Egg Quality Control
  - Shipping Point Inspection

Director Plant Health & Pest Prevention Services

- Pest Exclusion
- Integrated Pest Control
- Plant Pest Diagnostics
- Pest Detection/ Emergency Projects

Director Animal Health & Food Safety Services

- Animal Health
- Bureau of Livestock Identification
- Meat & Poultry Inspection
- Milk & Dairy Foods Control
- California Animal Health & Food Safety Laboratory System

Director Administration

- Financial Services
- Departmental Services
- Budgets
- Computer Services
- Human Resources

CIO Planning, IT & Training

- Training
- Planning, IT

Deputy Secretary Daniel Webb

- International Trade/Agri-Export
- Legislative Office
- Public Affairs
- Policy Development & Forecasting

Director Marketing Services

- California Agricultural Statistics Service
- Market Enforcement
- Dairy Marketing
- Marketing
- Milk Pooling

County/State Liaison

Deparment of Food and Agriculture
2001-02 Fiscal Year
Information Technology Personnel

Program	Position	% IT	Number of PY
Plant IT			
201514	DATA PROCESSING TECHNICIAN SPECIALIST I	100%	
201515, 201516, 201520, 204040, 205551, 205552	INFORMATION SYSTEMS TECHNICIAN	100%	
201520	INFORMATION SYSTEMS TECHNICIAN	100%	
202511	PROGRAMMER II	100%	
202560	PROGRAMMER II	100%	
203010	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
207001	STAFF PROGRAMMER ANALYST (SPECIALIST)	100%	
207001	STAFF DATA PROCESSING ANALYST (SPEC)	100%	
207001	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
207001	SENIOR PROGRAMMER ANALYST (SUPERVISOR)	100%	
222019	PROGRAMMER II	100%	
222019	INFORMATION SYSTEMS TECHNICIAN	100%	
			12
Plant Non-IT			
251001	SENIOR ECONOMIC ENTOMOLOGIST	50%	
209001	STAFF SERVICES ANALYST	100%	
207001	STUDENT ASSISTANT	100%	
207001	STUDENT ASSISTANT	100%	
201520	STUDENT ASSISTANT	100%	
202001	RESEARCH ANALYST II-GEOGRAPHIC INFO	50%	
202036	ASSOCIATE AGRICULTURAL BIOLOGIST	50%	
202020	AGRICULTURAL INSPECTOR III (PERMANENT INTERMITTENT)	50%	
201515	SENIOR AGRICULTURAL BIOLOGIST	50%	
222019	RESEARCH ANALYST I (GEO INFO SYS.)	50%	
		7	**19**
Animal IT			
251001	ASSISTANT INFORMATION SYSTEMS ANALYST	100%	
251001	PROGRAMMER II	100%	
251001	INFORMATION SYSTEMS TECHNICIAN	100%	
251001	INFORMATION SYSTEMS TECHNICIAN	100%	
254001, 254002	ASSISTANT INFORMATION SYSTEMS ANALYST	100%	
256001	ASSISTANT INFORMATION SYSTEMS ANALYST	100%	
259001	STAFF DATA PROCESSING ANALYST (SPEC)	100%	
		7	**7**

Deparment of Food and Agriculture
2001-02 Fiscal Year
Information Technology Personnel

Program	Position	% IT	Number of PY
Marketing IT			
301002	ASSISTANT INFORMATION SYSTEMS ANALYST	100%	
301002	DATA PROCESSING TECHNICIAN SPECIALIST I	100%	
303033	KEY DATA OPERATOR	100%	
304003	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
304004	INFORMATION SYSTEMS TECHNICIAN	100%	
304004	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
307001	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
309001	STAFF DATA PROCESSING ANALYST (SPEC)	100%	
309001	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
309001	STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
		10	
Marketing Non-IT			
304003	RESEARCH PROGRAM SPECIALIST I	50%	
304003	GENERAL AUDITOR III	100%	
		1.5	**11.5**
Inspection IT			
402500	KEY DATA OPERATOR	100%	
405501	PROGRAMMER II	100%	
405501	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
406509	ASSISTANT INFORMATION SYSTEMS ANALYST	100%	
409001	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
409001	STAFF PROGRAMMER ANALYST (SPECIALIST)	100%	
		6	
Inpsection Non-IT			
401501	STAFF SERVICES ANALYST (GENERAL)	50%	
405501	STUDENT ASSISTANT	70%	
402001	AGRICULTURAL CHEMIST II	100%	
		2.2	**8.2**
Measurement Standards IT			
504001, 505001	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
504001, 505001	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
		2	
Measurement Standards Non-IT			
504001	STAFF SERVICES ANALYST (GENERAL)	50%	
		0.5	**2.5**
Fairs and Expositions IT			
601001	INFORMATION SYSTEMS TECHNICIAN	100%	
		1	**1**

Deparment of Food and Agriculture
2001-02 Fiscal Year
Information Technology Personnel

Program	Position	% IT	Number of PY
Executive Office IT			
701019	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
701019	INFORMATION SYSTEMS TECHNICIAN	100%	
701019	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
701019	STAFF DATA PROCESSING ANALYST (SPECIALIST)	100%	
701019	SENIOR PROGRAMMER ANALYST (SPECIALIST)	100%	
701019	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
701019	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
701019	DATA PROCESSING MANAGER III	100%	
701019	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
701019	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
701019	STAFF DATA PROCESSING ANALYST (SPECIALIST)	100%	
701018	STAFF INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
			12
Executive Office Non-IT			
701019	CAREER EXECUTIVE ASSIGNMENT	50%	
701019	YOUTH AID	100%	
701019	STUDENT ASSISTANT	100%	
701019	STUDENT ASSISTANT	100%	
701019	STUDENT ASSISTANT	100%	
806501	STAFF SERVICES ANALYST	80%	
		5.3	**17.3**
Administration IT			
702021	INFORMATION SYSTEMS TECHNICIAN	100%	
702030	KEY DATA OPERATOR	100%	
702055	STAFF PROGRAMMER ANALYST (SPECIALIST)	100%	
702055	SENIOR INFORMATION SYSTEMS ANALYST SUPV	100%	
702055	STAFF PROGRAMMER ANALYST (SPECIALIST)	100%	
702055	ASSOCIATE PROGRAMMER ANALYST (SPECIALIST)	100%	
702055	ASSOCIATE INFORMATION SYSTEMS ANALYST (SPECIALIST)	100%	
			7
Administration Non-IT			
702021	ASSOCIATE ADMIN ANALYST (ACCOUNTING SYSTEMS)	40%	
702055	STUDENT ASSISTANT	100%	
702055	STUDENT ASSISTANT	100%	
		2.4	**9.4**

IT PYs	57
Non-IT PYs	18.9
TOTAL	**75.9**

Weaknesses of the Current, Decentralized IT Environment

Staffing Resources:

- Duplication of effort, overcapacity of resources (i.e., supporting many smaller distributed platforms vs. fewer integrated platforms).

- Disparity of skill sets to support hardware/software platforms, applications, etc.

- Lack of adequate resources within programs/sharing of resources among programs.

- Lack of uniformity/standardization within platforms and applications which impede sharing of resources as skill sets are tailored to meet individual division/program environments.

Funding:

- No overall funding model for enterprise support and implementation of technology throughout all areas of the Department.

- Lack of a consistent funding plan to ensure a "refresh" of platforms, workstations and operating system software at specified intervals.

Technology:

- Duplication, redundancy, overcapacity/undercapacity of network platforms and corresponding support staffing.

- Duplication of development/implementation of applications; lack of uniform or baseline levels of technology throughout the Department, lack of understanding of technology solutions, adaptation of technology to business processes (i.e., the have's and the have-not's).

- Different levels of operating platforms, connectivity, lack of uniform management practices relative to such platforms, backup and recovery procedures, etc.

- Increased security exposures, as multiple LAN's (configured into the WAN) are each separately administered.

- Solutions tend to be simpler and meeting individual user or program needs instead of meeting enterprise needs/requirements.

Information Technology Integration Plan

Proposed Plan for Integrating the CDFA IT Infrastructure
April 24, 2001

Purpose

The purpose of this document is to define the modified consolidation recommendation that was developed by the Information Technology Consolidation Advisory Team (ITCAT) and was presented to the Information Technology Steering Committee (ITSC) in February of 1999. The recommendation was approved in concept by the ITSC.

In this report, from this point forward, the term "Integration" will be used to describe this process, as it more accurately defines the desired results than the terms "Consolidation" and "Modified Consolidation."

Background Information

The Department's current information technology structure is a combined centralized and decentralized model. This structure has evolved from an entirely decentralized perspective. This decentralized approach has worked for the divisions, but lacks the integration and uniformity needed by the Department.

Through the years, as the Department has embraced technology, the need for a stronger central unit has evolved. With the installation of an enterprise-wide backbone, each division can no longer be entirely responsible for their segment of the network. The need for a single unit to manage the infrastructure and the specialized equipment necessary to provide connectivity throughout the Department is apparent.

Another problem associated with the decentralized infrastructure is that each division requires at least one highly trained network administrator. The cost for each division to train and support one or more network administrators is very high. Integrating these types of activities would free up resources that the divisions could redirect to address specific program needs.

Within this infrastructure, it is difficult to coordinate department-wide activities, develop and support enterprise-wide applications, and provide adequate client support. The central unit is understaffed and unable to meet the needs of the Department.

As the infrastructure continues to grow, the challenge will be to adequately fund the central IT unit and the infrastructure. Much of our infrastructure has grown from end-of-year dollars or other funding opportunities without planning from an enterprise perspective.

The goal of restructuring Information Technology is to provide for better planning and support of our enterprise-wide issues and improved customer service. Restructuring will provide the opportunity to more accurately identify IT costs and address infrastructure needs. It will allow the Department to better plan for changes in technology as they emerge and incorporate them into the Department's overall strategic business plan.

Recommendation

The recommendation is to integrate the IT functions that are not specific to a division. The ITCAT spent months, meeting weekly, discussing and analyzing the issues associated with IT centralization. At the end of that process, there was agreement that integration made the most sense for our Department.

Additionally, the ITCAT agreed that a phased approach would be most appropriate. It was agreed that it would take time to build the organization and skills to support an integrated IT environment. A phased approach will allow us to begin the integration immediately while beginning to develop the central IT unit. The phased approach will also allow us to focus on manageable short-term efforts and move forward with growing confidence from each success.

While the phased approach serves to break down the integration process into manageable steps, there is no restriction to having phases overlap. It may make sense to jump ahead and begin work on a subsequent phase before completing the current phase. IT integration, as well as this recommendation, are considered to be on-going efforts and will undoubtedly require revisions and a change of focus along the way.

This recommendation, while it does define a path for integration, does not provide a recipe for integration. It is assumed that these efforts will require careful planning and most will require significant project management skills.

Additionally, this recommendation does not attempt to address the issue of resources. All of these efforts will require varying resources. Some will require shifting resources while others will require identifying additional resources. To adequately fund the central IT unit and insure the success of IT integration, will require that we develop and institute an appropriate funding model.

Finally, and most importantly, the success of this effort is totally dependent on leadership. It will require leadership and commitment from everyone involved, including executive management, division management, and the IT employees.

Phase I – Improve Infrastructure – Develop Standards, Policies and Procedures

- **Implement Firewall Technology** – Procure and install a Firewall to protect the Department's computing investment. While we are not a high-risk agency, we are extremely vulnerable. An appropriate Firewall would provide the protection that we currently require and will prepare us for the move into e-Commerce and e-Government.

- **Implement Network Management Software** – Research, procure, and implement network and server, monitoring and management software. Monitoring and management software will allow us to catch problems before they occur and will allow us to more efficiently and effectively manage the network. We currently spend a great deal of time trouble-shooting network and server problems that could be identified before becoming problems, allowing us to be much more proactive.

- **Upgrade Infrastructure Hardware and Software** – Identify and procure infrastructure hardware and software that is required to insure an adequate level of integration and compatibility throughout the network. For example, switch technology is needed on the first floor of the annex building to bring that portion of the network into alignment with the enterprise network.

- **Review and/or Revise Operational Recovery Plan** – Review the Operational Recovery Plan to insure that proper backup and restoration procedures are in place to guarantee the security of all networked information and services. Revise the Operational Recovery Plan as necessary.

- **Develop Hardware and Software Standards** – Develop standards for computing hardware and software. A standards policy that includes, selection criteria and an exception policy, should be established. Standards should also include network components.

- **Develop Standard Networking Practices** – Establish naming conventions for all network objects such as servers, printers, directories, user information, etc. Naming standards have been adopted, but are not universally used throughout the Department. Uniformity will prepare us for integrating network resources.

- **Develop Policies and Procedures** – Develop procurement procedures and policies. Establishing standards will greatly improve the procurement process, but policies and procedures will be required. Develop procedures and policies for all network or system changes to insure that upgrades and other changes are uniform and compatible. Identify other areas requiring policies and procedures.

Phase II – Additional Infrastructure Improvements – Implement Remote Access

- **Develop and Implement a Desktop Management Strategy** – The desktop management strategy should include software to protect the integrity of the desktop computers, allow desktop configuration changes and upgrades to be conducted remotely by system administrators, virus protection policies and procedures, and helpdesk software tools.

- **Develop Accurate Inventory of Computing Devices** – Develop an on-line database of all computer and network related hardware and software to facilitate system planning and improve decision-making capabilities regarding system refreshes and upgrades. Develop and implement a technology refresh policy for all computing devices, including network systems.

- **Implement Remote Access** – Procure and install a remote access system that will provide field staff, traveling employees, and telecommuters, access to networked resources such as documents and data stored on the Department's network. The remote access system should be Virtual Private Networking (VPN) capable, which is a very cost-effective method for extending our network to field offices and other remote locations.

- **Develop Intranet/Extranet** – Develop a web-based intranet and/or extranet that will provide business partners and all employees with access to Department information from any location. This website should include access to electronic business forms.

- **Assess File and Print Server and Networking Skills** – Planning for the integration of all Department file and print servers will require that we assess the skill levels in the Department and especially the skill level in the central IT unit, to insure that adequate skills are available to manage the Department's file and print servers. This assessment should also include a detailed inventory of network servers located in field offices.

Phase III – Integrate File and Print Servers – Research Alternative Solutions

- **Integrate File and Print Servers** – Shift the responsibility for managing and maintaining the file and print servers to the central IT unit. While physically relocating the servers to a single location would be ideal, there are technical limitations that will prevent this from occurring. For example, it would not be technically feasible to locate the field office servers at the headquarters location. The key issue is to make sure that the central IT staff has physical access to all file and print servers, allowing them to properly manage and maintain them in a uniform manner.

- **Develop Policies and Procedures for User Account Administration** – To prepare for the migration of user account administration to the central IT unit, procedures and policies need to be developed and implemented to insure timely additions, changes, or deletions of user accounts. This currently includes network and email accounts. As new services are added, such as remote access, additional policies and procedures will need to be developed.

- **Research Alternative Networking Technologies** – The integration of servers provides an opportunity to explore other technologies, such as larger capacity servers, to provide file and print services to a greater number of users, or network storage devices that may provide a more cost-effective data storage solution.

Phase IV – Integrate User Administration and Helpdesk Staff

- **Integrate User Account Administration** – Transfer the administration of network and e-mail user accounts to the central IT unit. This change will require that procedures and policies are in place to provide satisfactory customer service.

- **Integrate Helpdesk Staff** – The move of helpdesk staff to a central unit will be a major change for users and will require everyone's cooperation. Removing helpdesk staff from the programs will expose remaining IT staff, such as programmers, to helpdesk requests from users. Employee training and management support will be necessary for this to be successful.

- **Assess Application and Database Server Skills** – Planning for the integration of the application and database servers will require that we assess the NT, SQL, and web-hosting skill levels in the Department.   This would be especially important in the central IT unit to insure that adequate skills are available to properly manage the Department's application and database servers.

Phase V – Conduct Needs Assessment – Integrate Application Servers

- **Conduct Enterprise Level Needs Assessment** – Conduct an in-depth, department-wide needs assessment to provide direction to the central IT unit so that the unit can begin preparing for enterprise level application development.

- **Integrate Application and Database Servers** – Shift the responsibility for managing and maintaining the application and database servers to the central IT unit.   Physical access to the application and database servers by developers will be necessary.   It might be best to keep the servers physically located in the programs and provide access to the central unit to manage and maintain the servers.

- **Assess Project Management and Development Skills** – Planning for enterprise level application development will require that we assess the project management and programming skill levels in the Department, and especially in the central IT unit, to insure that adequate skills are available to properly manage large enterprise level applications.

Phase VI – Begin Enterprise Level Application Development

- **Enhance the Central IT Development Unit** – Before the Department can begin enterprise level application development, it must assemble a team of developers and project managers with the appropriate skills. It is assumed, that by this time, the central IT unit would have created a small unit of developers, but additional staff and skills will be required to seriously consider enterprise level application development.

- **Let the "Really Cool Stuff" Begin** – The Department, by this time, should be ready to take on any major project including e-Government and e-Commerce applications.

IT Implementation Plan

Goal 1
CDFA Website
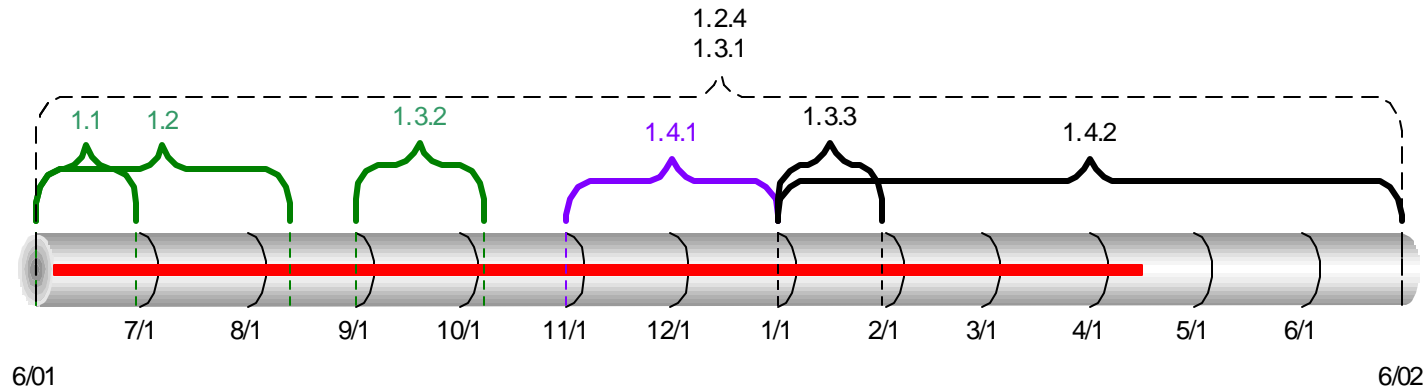
Project 1.1: Develop CDFA Web Capability
  1.1.1: Assemble Web Team
  1.1.2: Establish Web Server Platform
  1.1.3: Select Web Authoring Tool
  1.1.4: Convey Web Vision
  1.1.5: Build New Web Templates
  1.1.6: Identify Web Authors
  1.1.7: Training - Web Authoring Tools

Project 1.2: Rebuild Existing CDFA Website
  1.2.1: Identify Program Staff for Web Content
  1.2.2: Establish Protocols - Authoring/Content
  1.2.3: Create Web Content
  1.2.4: Transition Responsibility - (Completed 8/13/03 Except for
            Executive Office; Need Department Content Management)

Project 1.3: Create Specific Enterprise Web Solutions
  1.3.1: Identify/Prioritize Solutions/Needs - Will be done concurrently
            with 7.1.3
  1.3.2: Assemble Web Programming Team for Analysis/Building Solutions
  1.3.3: Establish System to Initiate/Track Web Projects

Project 1.4: Intranet/Extranet
  1.4.1: Develop Intranet/Extranet Interim Functionality
  1.4.2: Enhanced Functionality

Legend

——	Projected Timeline
——	Completed Project
——	Launch Project November 2001
- - -	Continuous Project
——	Elapsed Time

IT Implementation Plan

Goal 2
Internal Customer Service Unit
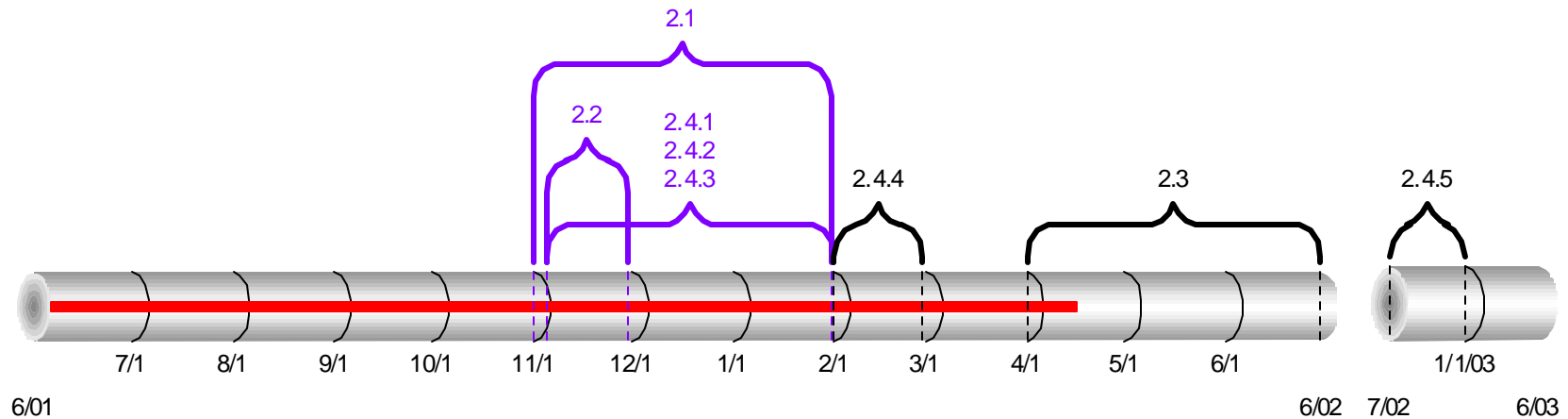
Project 2.1: Survey of IT Users
   2.1.1: Develop/Conduct Survey
   2.1.2: Compile Overall Results
   2.1.3: Present Findings to ITSC

Project 2.2: Determine Available IT Resources
   2.2.1: Define Current IT Staff Resources Available for Customer Service

Project 2.3: Placement/Locations of IT Customer Service Staff
   2.3.1: Define Placement of IT Customer Service
   2.3.2: Establish Virtual Team Process with ITSC Oversight
   2.3.3: Develop Communication/Dispatching System

Project 2.4: Develop Customer Service Performance Measures
   2.4.1: Define What Should be Measured
   2.4.2: Develop Measurement System
   2.4.3: Develop Performance Agreements
   2.4.4: Implement Performance Agreements
   2.4.5: Evaluate Implementation of Performance Agreements

Legend

— Projected Timeline
— Completed Project
— Launch Project November 2001
– – – Continuous Project
— Elapsed Time

IT Implementation Plan

Goal 3
Create IT Transitional Structure

3.2.1
3.2.2
3.2.3

3.1.2

3.1.1

3.2.4

7/1   8/1   9/1   10/1   11/1   12/1   1/1   2/1   3/1   4/1   5/1   6/1

6/01   6/02
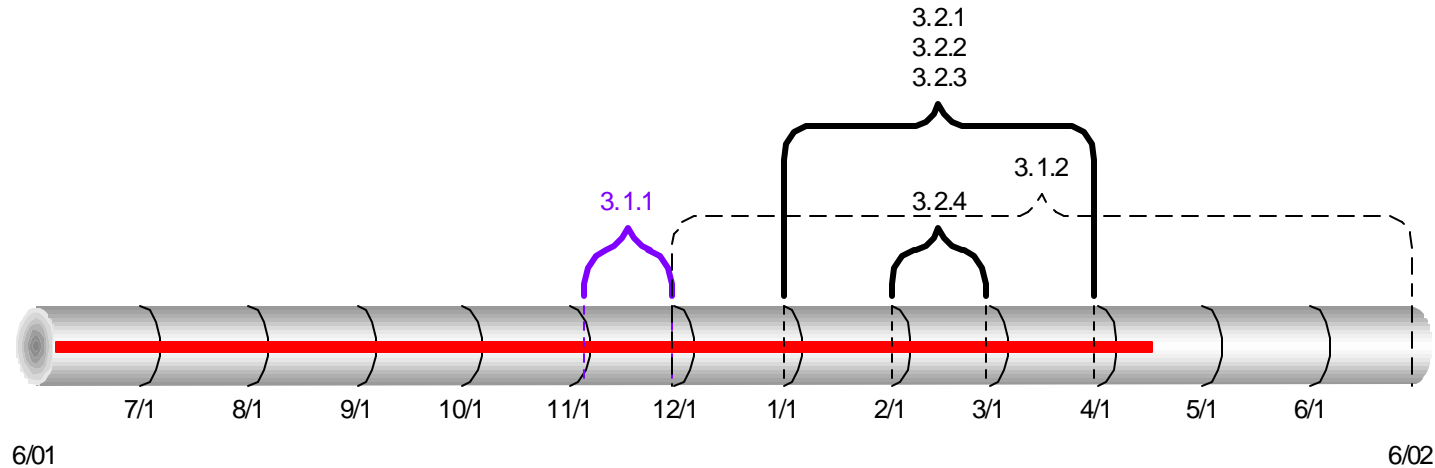
Project 3.1: Form Virtual Teams
    3.1.1: Form Teams to Address Customer Service, Network Infrastructure,
             Enterprise Business Systems, and Web and Database Systems
    3.1.2: Establish Expectations and Develop Workplans for Each Team

Project 3.2: Address Business Needs and Establish Guidelines
    3.2.1: Connect Programs and IT
    3.2.2: Define Business Needs
    3.2.3: Educate/Adhere to IT Mandates: DOIT, DOF, DGS
    3.2.4: Develop Project Tracking System

Legend

——————	Projected Timeline
——————	Completed Project
——————	Launch Project November 2001
– – – –	Continuous Project
——————	Elapsed Time

IT Implementation Plan

Goal 4
Develop IT Funding Strategy/Model
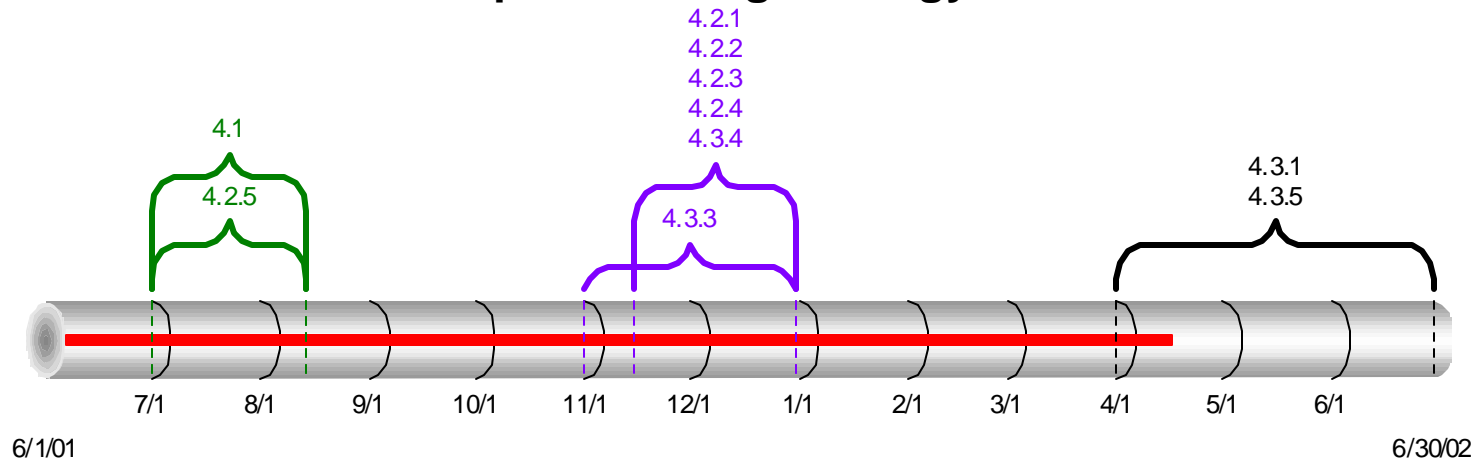
Project 4.1: Identify/Prioritize Short-Term Funding Needs
- 4.1.1: Identify/Prioritize Short-Term Projects
- 4.1.2: Identify Requirements and Develop FY02/03 BCP
- 4.1.3: Determine Administrative Redirection of Special Funds

Project 4.2: Identify Alternative Funding Sources
- 4.2.1: Research Availability of IT Grants or Special Funding
- 4.2.2: Research Partnerships with Other State Agencies
- 4.2.3: Research Use of Interest Earnings on Ag Fund
- 4.2.4: Research Leasing Options
- 4.2.5: Include IT Component in Any/All BCPs - Guidelines will be Included in 3.2

Project 4.3: Develop Ongoing Funding Model for Departmental IT
- 4.3.1: Develop Cost Allocation Plan for Central IT
- 4.3.2: Develop Baseline Workload Studies for Central and Division IT Positions
- 4.3.3: Capture Costs of All Departmental Network Components
- 4.3.4: Capture Costs Relative to IT Personnel Services
- 4.3.5: Develop Training Funding Strategy for IT Staff

Legend

——	Projected Timeline
——	Completed Project
——	Launch Project November 2001
– – –	Continuous Project
——	Elapsed Time

IT Implementation Plan

Goal 5
Develop Standards for Hardware: Procurement/Lifecycle

5.2.1
5.2.4
5.2.5
5.3.1
5.3.4
5.3.5

Standards & Procurement Policy Team
Recommendation Approved by ITSC 10/5/01

5.1.1

5.1.2
5.1.3
5.2.2
5.4.1
5.4.2

5.2.3
5.3.3
5.4.3

5.5
5.6

7/1 8/1 9/1 10/1 11/1 12/1 1/1 2/1 3/1 4/1 5/1 6/1   1/1/03

6/01   6/02 7/02   6/03

Project 5.1: Develop/Implement Desktop Management Policy
  5.1.1: Establish Tools/Processes/Procedures
          to Protect Integrity of Desktop Computers (To be done concurrently
          with Network Topology Standards 10.1.1, 10.1.2, & 10.1.3)
  5.1.2: Establish/Implement Hardware Standards
  5.1.3: Establish/Implement Software Standards

Project 5.2: Develop Standards for New Procurement of Hardware
  5.2.1: Develop Workstation Hardware Standards
  5.2.2: Establish Standards for Other Hardware Used/Supported within CDFA
          other than Desktop and Network, i.e., PDAs
  5.2.3: Develop Training Policy for Deployment of New Hardware
  5.2.4: Develop Improved IT Workstation Hardware Approval/Purchase Process
  5.2.5: Develop Agreement on Common Workstation Platforms

Project 5.3: Develop Standards for New Procurement of Software
  5.3.1: Develop Workstation Software Standards
  5.3.2: Establish Standards for Other Software Used/Supported within CDFA
  5.3.3: Develop Training Policy for Deployment of New Software
  5.3.4: Develop Improved IT Software Approval/Purchase Process
  5.3.5: Develop Agreement on Common Platforms

Project 5.4: Develop Lifecycle (Refresh) Program
  5.4.1: Conduct Cost/Benefit Analysis to Determine
          Most Economical Means of IT Procurement
          a) Central vs. Distributed
          b) Purchase vs. Lease
  5.4.2: Develop Replacement Cycle, Funding for IT Equipment Replacement
  5.4.3: Develop Training for Users and IT Staff Tied to Refresh Cycle

Project 5.5: Equipment Tracking
  5.5.1: Develop Equipment Inventory (Hardware and Software)
  5.5.2: Develop Automated Procurement Tracking System

Project 5.6: Pilot for Hardware and Software Development
  5.6.1: Develop IT Exception Policy for Software Pilots
  5.6.2: Develop Communication Forums Linked to ITAT
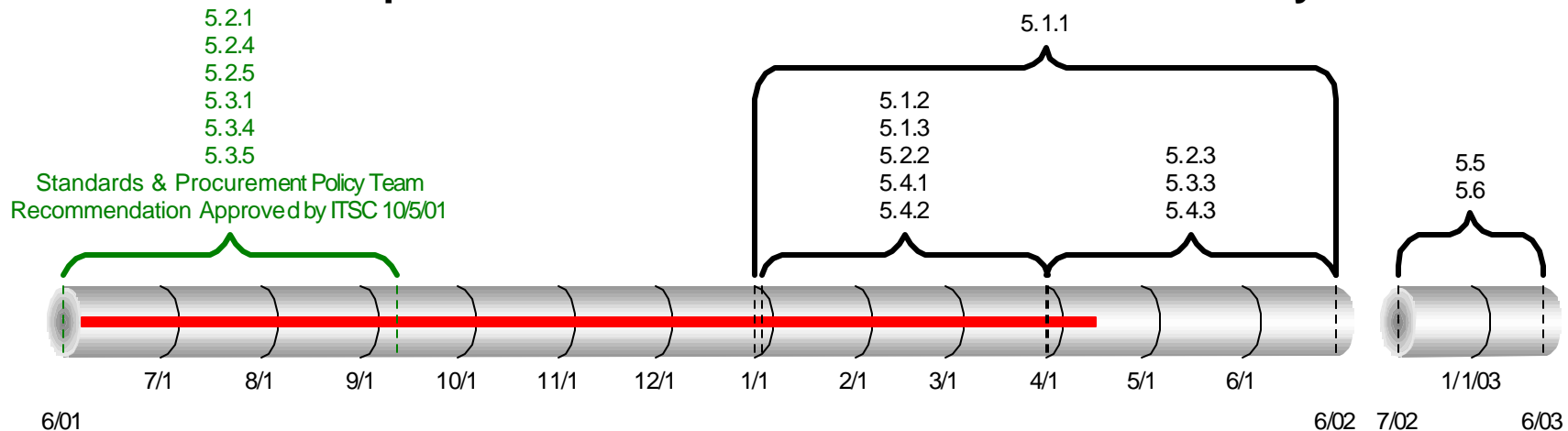 5.6.3: Creat a Test Environment for Hardware/Software

Legend

—— Projected Timeline
—— Completed Project
—— Launch Project November 2001
- - - Continuous Project
—— Elapsed Time

Goal 6
Training: End Users and IT Staff
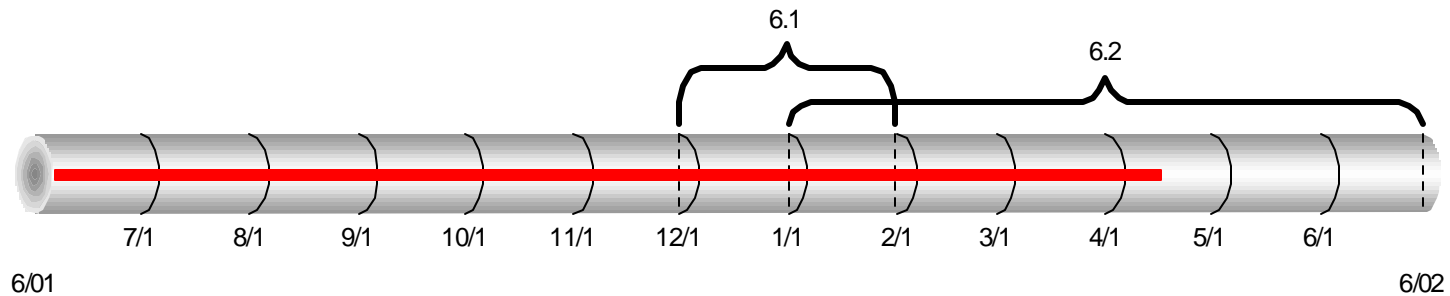
Project 6.1: Basic IT Best Practices
    6.1.1: Executive Briefing: Highlight of IT System Capabilities
    6.1.2: Big Picture System Views: Best Practices Forums

Project 6.2: Develop Training Expectations for IT Staff at all Levels
    6.2.1: Conduct Training Needs Assessment
    6.2.2: Develop an IT Staff Training Plan
    6.2.3: Define Common Areas of Expertise
    6.2.4: Define IT Specialists: Network Administration, Web Authoring, etc.
    6.2.5: Develop Project Management Skill Sets
        a) Major Project Guidelines
        b) Minor Project Guidelines
        c) Knowledge of all State Requirements/Rules/Guidelines (DOIT, DOF, DGS)

Legend	
————	Projected Timeline
————	Completed Project
————	Launch Project November 2001
– – – –	Continuous Project
————	Elapsed Time

IT Implementation Plan

Goal 7
Develop/Implement IT Decision-Making Framework

7.1.1
7.1.2

7.1.3

7/1   8/1   9/1   10/1   11/1   12/1   1/1   2/1   3/1   4/1   5/1   6/1

6/01   6/02

Project 7.1: Develop/Formalize the IT Decision Process
7.1.1: Establish IT Steering Committee Charter - Approved by ITSC 10/5/01
7.1.2: Establish IT Advisory Committee Charter - Approved by ITSC 10/5/01
7.1.3: Define IT Approval and Priority Process

Legend

————— Projected Timeline
————— Completed Project
————— Launch Project November 2001
– – – – Continuous Project
————— Elapsed Time

IT Implementation Plan

Goal 8
Partnerships

8.1
8.2

7/1   8/1   9/1   10/1   11/1   12/1   1/1   2/1   3/1   4/1   5/1   6/1

6/01   6/02

Project 8.1: Common Ground - Idea Sharing
  8.1.1: Identify Common Areas of Need through the IT Approval Process
  8.1.2: Enhance Communication, Share Creativity
  8.1.3: Synergize and Seek to Understand

Project 8.2: Steal Shamelessly
  8.2.1: Executive Leadership Forum
  8.2.2: Research Other Departments/Organizations
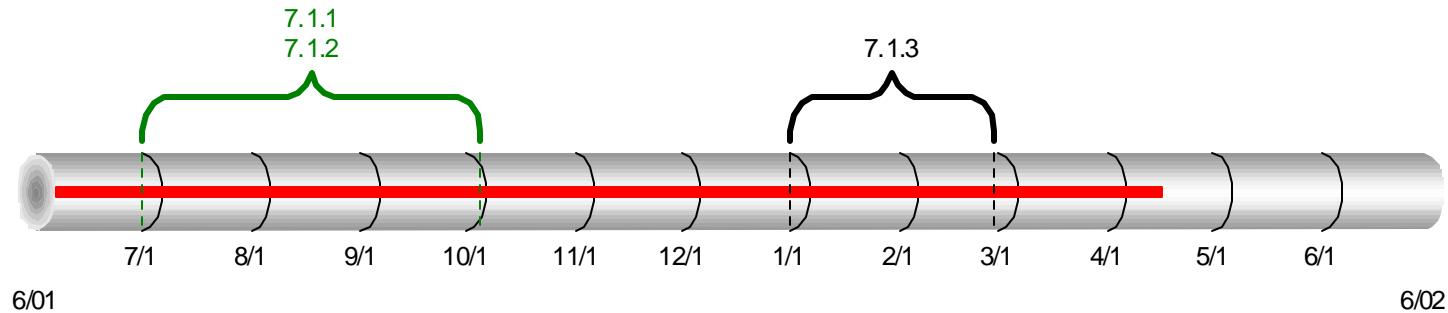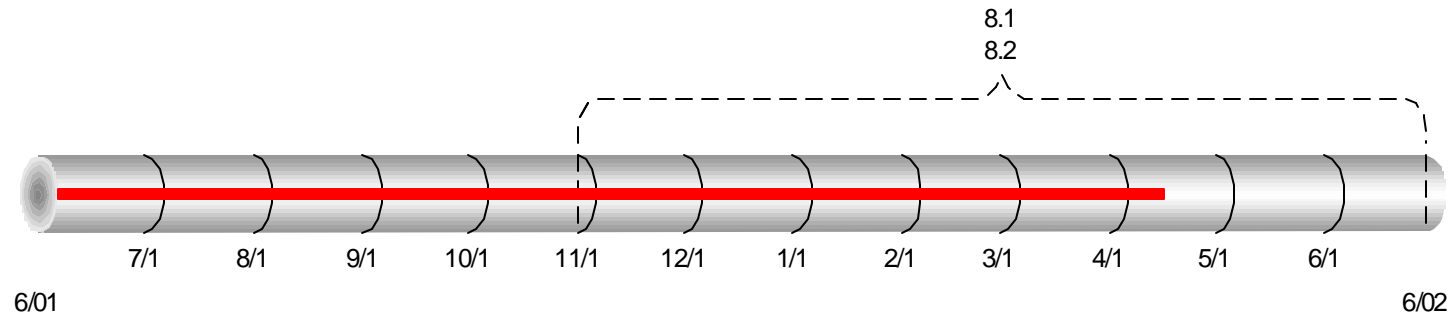   for IT Approaches, Practices, Solutions

Legend

Projected Timeline
Completed Project
Launch Project November 2001
Continuous Project
Elapsed Time

IT Implementation Plan

Goal 9
Communication & Response

9.1
9.2
9.3

9.1.3

7/1 8/1 9/1 10/1 11/1 12/1 1/1 2/1 3/1 4/1 5/1 6/1

6/01

6/02
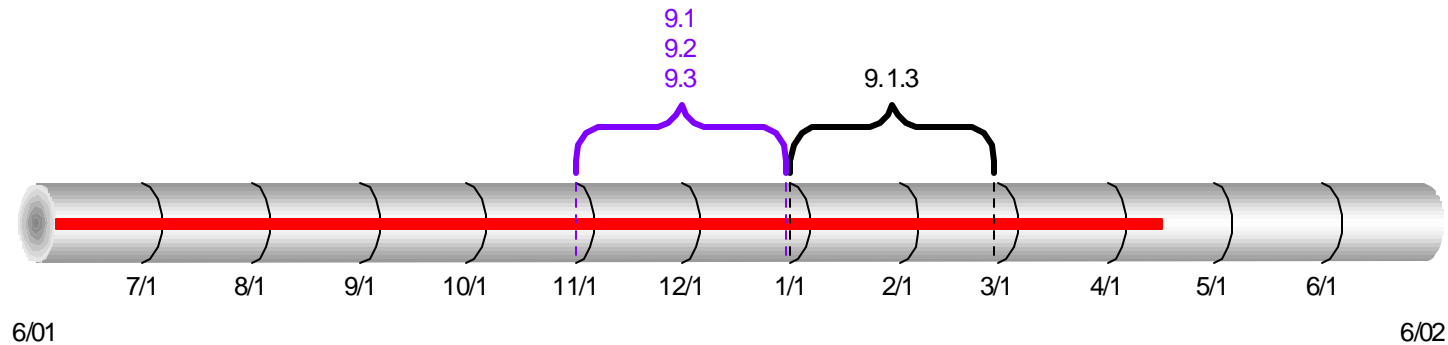
Project 9.1: Communicate IT Business Plan to Employees
  9.1.1: Distribute Plan to CDFA Employees via the Secretary or Undersecretary
  9.1.2: Publish the Plan on the Intranet
  9.1.3: Develop an Electronic Newsletter for Employees

Project 9.2: Communicate IT Business Plan to Managers/IT Staff Members
  9.2.1: Key Staff to Meet with Division Management Team
  9.2.2: PITT Staff will Meet with IT Staff Members to Discuss Plan

Project 9.3: Communicate IT Business Plan to Key External Stakeholders
  9.3.1: Identify Key Stakeholders
  9.3.2: Prepare Memo Summarizing Key Points of the Plan
  9.3.3: Meet with Key Stakeholders to Explain Plan

Legend

——	Projected Timeline
——	Completed Project
——	Launch Project November 2001
– – –	Continuous Project
——	Elapsed Time

Goal 10
Develop/Implement Network Infrastructure & Operating Standards
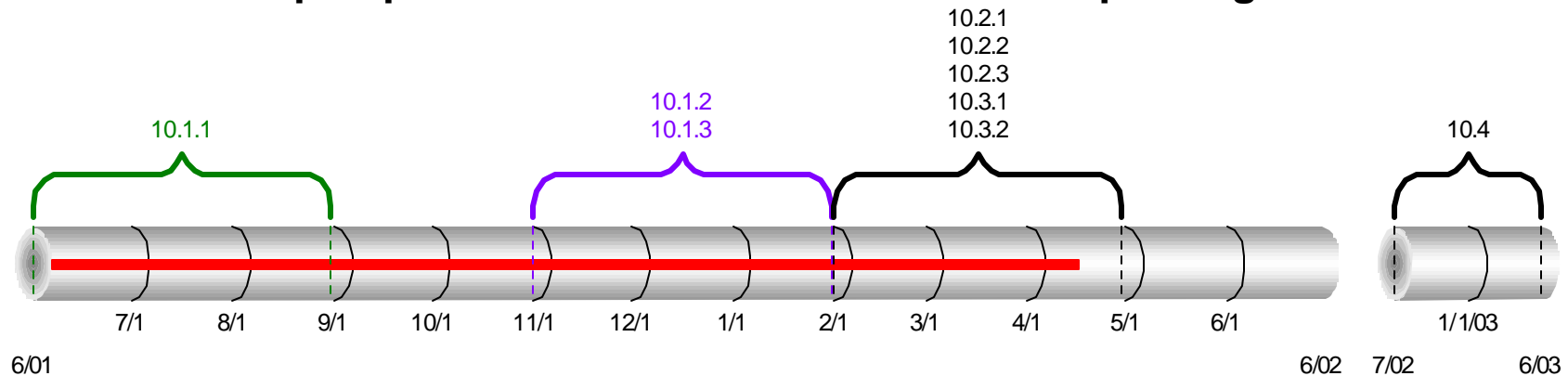
Project 10.1: Identify/Document all Existing Networks/Components/Connectivity

10.1.1: Diagram Layout with Descriptions, Connectivity, Configurations
10.1.2: Document all Components - Age, Cost, etc.
10.1.3: Compile User Profiles Served by Existing Networks

Project 10.2: Develop/Implement Network Operating Standards

10.2.1: Develop a Codified Set of Operating Standards
and Distribute to Network Administrators
10.2.2: Identify all Existing "Non-Compliant" Network Components,
Operating Practices, Procedures
10.2.3: Develop Remediation Plan Identifying Solutions for "Non-Compliances"

Project 10.3: Develop/ Network Security Standards

10.3.1: Evaluate/Assess Current Network Infrastructure, Policies, Procedures
Relative to Industry Standards and Practices
10.3.2: Develop Solutions to Mitigate all Identified Security Non-Compliances/Weaknesses
10.3.3: Develop Security Specialist Skill-Sets

Project 10.4: Develop/Implement Network Remote Access Capability

10.4.1: Define Appropriate Level of Service and Connectivity for Field Offices
10.4.2: Procure/Install Remote Access System

Legend

—— Projected Timeline
—— Completed Project
—— Launch Project November 2001
– – – Continuous Project
—— Elapsed Time

IT Implementation Plan

Goal 11
Achieve Network Integration

11.1
11.2
11.3

7/1   8/1   9/1   10/1   11/1   12/1   1/1   2/1   3/1   4/1   5/1   6/1   1/1/03

6/01   6/02 7/02   6/03
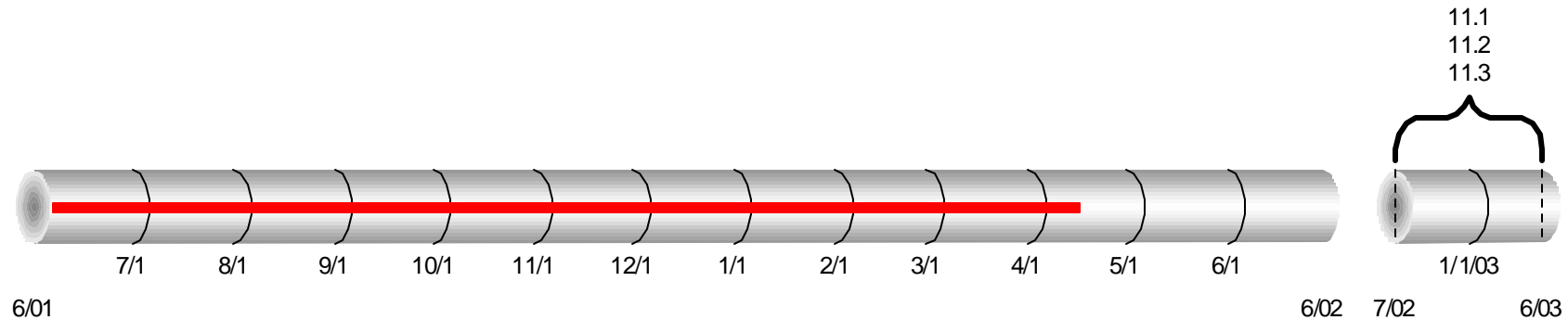
Project 11.1: Develop Integrated Network Topology
    11.1.1: Develop Blueprint of the Integrated (Consolidated) Network
    11.1.2: Develop Conversion Plan to Accommodate Integration of Services

Project 11.2: Develop "Business Rules" for Network Operations
    11.2.1: Develop Codified Set of Policies and Procedures Relative to Network Operations
    11.2.2: Develop Measures to Track and Report Network Performance

Project 11.3: Develop Staffing Resource Plan to Support Integrated Network
    11.3.1: Identify Staff Necessary to Support Network Activity
    11.3.2: Identify Existing Network Staff Resources and Skill-Sets
    11.3.3: Develop Training Plan to Augment Skill-Sets

Legend

———	Projected Timeline
———	Completed Project
———	Launch Project November 2001
– – –	Continuous Project
———	Elapsed Time

California Department of Food and Agriculture
Information Technology Implementation Plan
Process for Teams to Follow When Undertaking Projects

The IT Implementation Plan has identified 11 goals, each consisting of a number of projects and deliverables. It is envisioned that teams comprised of CDFA staff will be formed to address the goals and corresponding projects. The following process is to be used by such teams when undertaking projects:

1. Determine the scope of the project, the amount and type of staffing resources that will be needed relative to the complexity and completion time.
2. Appoint a team chair and members to address each item or group of items. It is recommended that the team be comprised of a mix of technical and lay/management staff. If budgetary issues are involved, it is recommended that the Budget Office be invited to participate as a team member.
3. The team will meet as frequently as needed to thoroughly discuss and ultimately draft a proposal for the assigned topic. Depending on the issue, the proposal will contain technical recommendations and associated costs relative to implementation. Such proposals will contain discussion on the following elements:

   - **Issue:** This will contain a description of the issue, the proposed goal and the impacted stakeholders.
   - **Objectives:** This will describe the specific actions that need to be considered to achieve the goal.
   - **Analysis & Alternatives Considered:** This will address the options considered for implementation of the solution/objectives, including pros and cons and cost benefits.
   - **Fiscal Impact**: Both the initial cost and any on-going costs will be identified relative to the alternative selected.
   - **Recommendations:** This will include recommendations on the specific alternative to be implemented and will identify the method (i.e., contract out vs. do with existing staff or request in BCP), funding, responsible parties, skill set, equipment and implementation schedule associated with the proposal. It is suggested that an implementation chart with this information summarized be attached to the proposal.

4. Once a proposal is drafted, the team will present it to the Information Technology Advisory Team (ITAT) and the Chief Information Officer (CIO) for technical review/approval. This may either be done electronically or in a focus group meeting.
5. Following ITAT and CIO approval, the team will incorporate any changes/comments and then meet with each impacted division director/technical staff to obtain approval.

6. The team will incorporate any changes/comments from the division stakeholders, will finalize the proposal/recommendations and submit to the CIO for presentation to Information Technology Steering Committee (ITSC) for final approval.

7. If the proposal requires policy level approval, it will be submitted to the Secretary of CDFA for signature. The CIO will be responsible for ensuring that the approved recommendation is disseminated to all and is implemented.

California Department of Food and Agriculture
Information Technology Implementation Plan
Managing the I.T. Implementation Plan

Introduction

A project of this magnitude will require a management method to ensure that the implementation plan proceeds in a coordinated and timely manner. A number of teams, comprised of department technologists and program staff, will be initiated to address specific projects and deliverables within the 11 goals outlined in the implementation plan. In addressing each project, the:

- ❑ scope of each project must be clearly identified and understood;
- ❑ parties involved properly selected;
- ❑ timelines with relevant milestones properly identified;
- ❑ the necessary management approval secured; and
- ❑ complete and timely reporting of team activity, issues and recommendations, to the Information Technology Steering Committee (ITSC).

More importantly, since team activity relative to individual projects/deliverables will occur both concurrently and sequentially, it will be necessary to track, plan, and periodically report on all such activities by all of the participants assigned to each project. Consequently, a project management software tool will be employed and reporting intervals will be established.

Process

Microsoft Project Manager will be the software tool used to manage and report on all of the implementation plan activity. This tool will track at the individual project level and also globally on all plan activity.

Reporting

Implementation Plan activity will be reported, on a bi-monthly basis (on the first day of each even month), to the Information Technology Steering Committee (ITSC). The Chief Information Officer (CIO) will be responsible for ensuring that all members of the ITSC receive these status reports.

In order to assure timely and complete reporting of all Implementation Plan activity to the ITSC, each team leader will be required to submit status reports of all team's activity to the CIO each month (by the 25th day of each month).

California Department of Food and Agriculture
Information Technology Steering Committee (ITSC)

Charter

August 1, 2001

ITSC Responsibilities:

The responsibilities of the Information Technology Steering Committee of the California Department of Food and Agriculture include, but are not limited to, the following:

- provide executive direction and oversight for all CDFA information technology (IT) activities to promote the efficient and effective use of IT systems and services;

- sponsor, direct, review, and approve CDFA's Strategic Information Systems Plan;

- ensure IT projects are consistent with departmental strategic plans and IT architecture, have appropriate key performance indicators to measure effectiveness and that systems development is tied to stated departmental goals;

- review and approve all information technology:

    o policies, standards and guiding principles;

    o strategic architectures and tactical plans; and

    o strategy studies, feasibility study reports, system development plans and procurement.

- monitor the status of departmental IT projects, including the review and approval of Special Project Reports and Post Implementation Evaluation Reports;

- review ITAC recommendations on emerging technologies for their application to CDFA business operations;

- establish and maintain overall CDFA IT goals and priorities;

- serve as a point of resolution for major IT issues; and

- enforce compliance with CDFA policies and procedures and determine appropriate action for non-compliance.

ITSC Membership:

		Voting	Non-Voting
Quorum:	6 or more voting members (Total: 11)		
Chairperson:	Undersecretary (alternate: Deputy Secretary)	X	
Members:	Deputy Secretaries (two)	X	
	CIO, Planning and Information Technology		X
	Division Directors (or management designee):		
	- Administrative Services	X	
	- Animal Health and Food Safety Services	X	
	- Fairs and Expositions	X	
	- Inspection Services	X	
	- Marketing Services	X	
	- Measurement Standards	X	
	- Plant Health and Pest Prevention Services	X	
	- Glassy-winged Sharpshooter	X	

California Department of Food and Agriculture
Information Technology Advisory Team

Charter
August 1, 2001

Information Technology Advisory Team Responsibilities:

The role of Information Technology Advisory Team (ITAT) is advisory in nature to the Information Technology Steering Committee (ITSC). Since the ITAT is comprised of membership of individuals throughout the Department, this committee provides an enterprise-wide perspective on information technology issues and needs of the department. It provides technical advise, analysis and evaluation culminating in sound recommendations to the IT Steering Committee regarding the development and deployment of information technology products and services. It ensures that project initiatives, policies, protocols, and procedures undertaken and implemented within the department are consistent with the department's mission, goals, and objectives.

Some of the more specific duties of the ITAT are:

- identify where information technology policies, procedures and standards are needed; through organized workgroups, draft the proposed policies, procedures, and standards consistent with CDFA's goals and objectives, for approval by the ITSC;
- evaluate existing policies and practices for consistency with regard to mission, goals, objectives of CDFA, compliance with directives by governing authorities such as DOIT, DOF, DGS, etc., and propose modifications where necessary for approval by the ITSC;
- facilitate the implementation of, and adherence to, policies, procedures, and standards;
- assist with the development, and implementation of, CDFA's Strategic Information Technology Plan approved by the ITSC;
- review information technology related project proposals and determine:
    - how the proposed projects/systems fit within the department's overall strategic plan; and
    - if such proposals/systems are compatible with the departmental enterprise architecture IT standards.
- present information technology project proposals with recommendations to the IT Steering Committee; and
- keep abreast of organizational change and identify potential information technology solutions relative to business processes and functions.

ITAT Membership:

Chairperson: IT Manager, Planning, Information Technology, & Training

Members: One technologist and one program member from each division:
(Total membership: 14)
- ❑ Administrative Services
- ❑ Animal Health and Food Safety Services
- ❑ Fairs and Expositions
- ❑ Inspection Services
- ❑ Marketing Services
- ❑ Measurement Standards
- ❑ Plant Health and Pest Prevention Services

Annex Bldg

P.I.T.T. Server Room A137

Teale CSGNet Internet

DMZ
2948
3640
2948
PIX Primary
PIX Failover
Altiga 3015
2948

Kronos Web Winrt
CDFA_Web Internet / Intranet Winrt

CDFA_Hq01 Novell 5.1
CDFA_Comm02 Novell 4.11

GW Web Access Winrt
CDFA_Prime Winrt
Kronos Winrt

Exec_HQ01 Novell 4.11
CDFA_Tape Novell 4.11

Catalyst 8540

7000

Asante Hubs

Fairs & Expositions
25 Nodes
2514
2948
Fairs_FE01 Novell 4.11

Glassy Wing
2621
3com Switch
Plant_PDC01 Novell 4.11

Measurement Standards
72 Nodes
2514
Hubs
Meas_DMS01 Novell 4.1

Chem Lab
142 Nodes
Chemlab_MV01 Novell 4.11
2nd Bldg

Plant Lab
2514
2514
Plant_MV01 Novell 4.11
100 + Nodes
3com Superstack
Hubs
Warehouse

Animal Div. Closet A137
4003

Admin Hr.
Asante Hubs
48 Nodes

Audits

Animal Div Server Room
2948
AI_HQ01 Novell 4.11

Plant Div.
96 nodes
4006

Plantext_Nt01 Web Server

Plant_HQ01 Novell 4.11

Plant_NT01 SQL Server Domain/Winrt

Plant_NT02 Backup server Winrt

Plant_NT03 Access Server Winrt

CDFA_Comm01 Novell 4.11

Development or Testing Servers
R2D2 Winrt
C3PO Winrt
Cluster_NT01

Inspection Div.
134 Nodes
4006
IS_HQ01 Novell 4.11
DL580 Sql Winrt
Sun Solaris
Room A406
IS_HQ02 Novell 4.11

Marketing Div.
134 Nodes
4006
1174 SNA Controller
Pooling Server Winrt
MKT_HQ01 Novell 4.11

California Department of Food and Agriculture

The Big Picture
Rev 1.81
10 August 2001

Network Protocols:
TCP/IP, IPX

Created By :
Herman Rinkel

CDFA Headquarters

Executive Div.
4003
88 Nodes

P.I.T.T.
2948
22 Nodes

Admin Div.
4006
288 Nodes

Admin Web Server Mac8.6
Lasso Middleware Mac8.6
Filemaker Pro Server Mac8.6

Admin_HQ01 Novell 5.1
Admin_HQ02 Winrt
Financial Server Sun Solaris 2.6

	Legend
	Denotes Division
	Denotes Sub-Division
	10 Megabit
	10 Megabit Fiber
	100 Megabit
	100 Megabit Fiber
	Gigabit /1000 mb Fiber
	T1 Circuit
	Media Converter